

# **MAPHUMULO MUNICIPALITY**

## Integrated Development Plan Review 2010/11



MAIN DOCUMENT

DRAFT 1

**"To improve the quality of life of all residents in Maphumulo through the provision of appropriate and adequate infrastructure, social empowerment and promoting local economic development, creating an investment- friendly environment in an environmentally sustainable manner"**

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## LIST OF ABBREVIATIONS

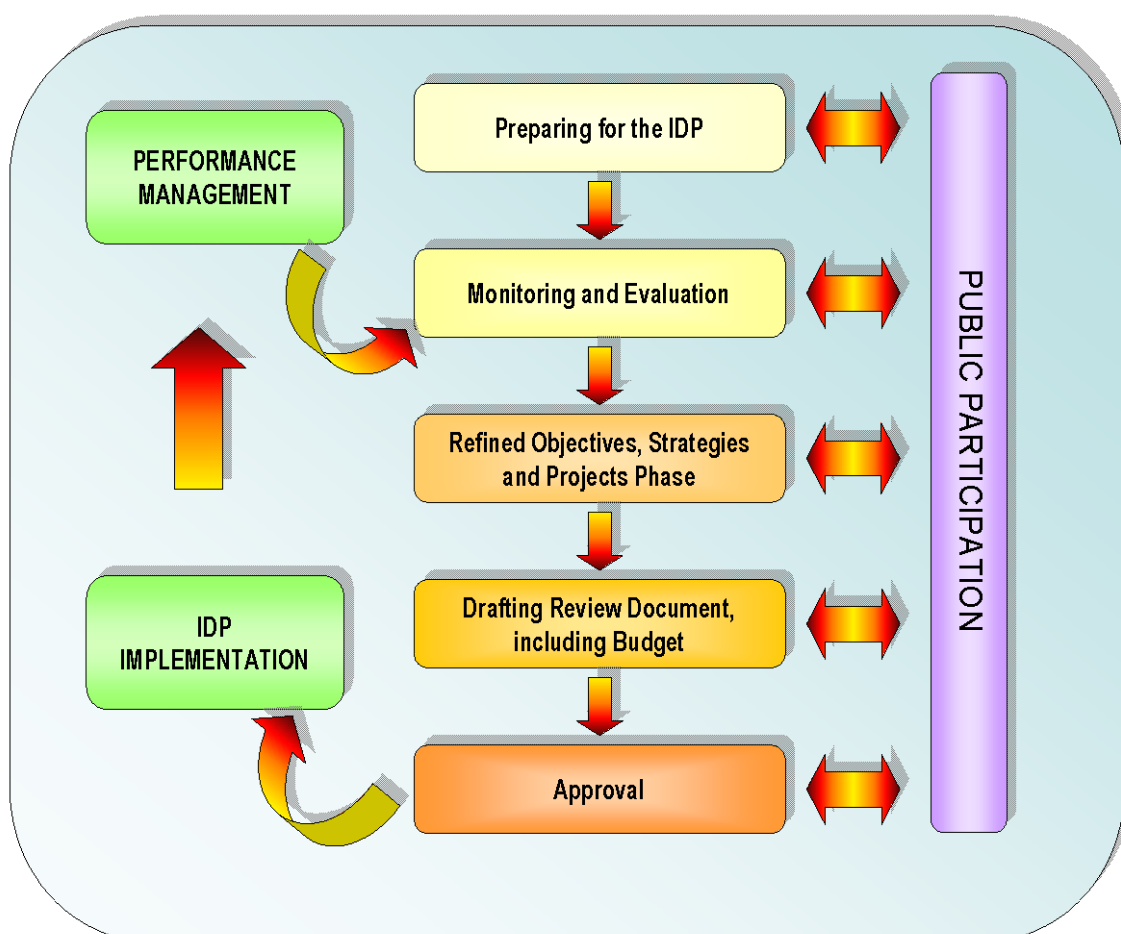
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CIF	-	Capital Investment Framework
DBSA	-	Development Bank of South Africa
DEAT	-	Department of Environment, Agriculture and Tourism
DLTGA	-	Department of Local Government and Traditional Affairs
DME	-	Department of Minerals and Energy
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IWMP	-	Integrated Waste Management Plan
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LRAD	-	Land Redistribution for Agricultural Development
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MTCF	-	Medium-term Capital Framework
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
NWMS	-	National Waste Management Strategy
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
PTP	-	Public Transport Plan
RDP	-	Reconstruction and Development Programme
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSB	-	Water Services Backlog
WSDP	-	Water Services Development Plan

## SECTION A:EXECUTIVE SUMMARY

The Maphumulo IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan.
- Inform other components of the Municipal business process including institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant a Municipality must assess its performance and the achievement of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP process will address internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of integrated planning.



The IDP, as the Maphumulo Municipality's strategic plan, informs municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

The IDP process and the budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. (Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001).

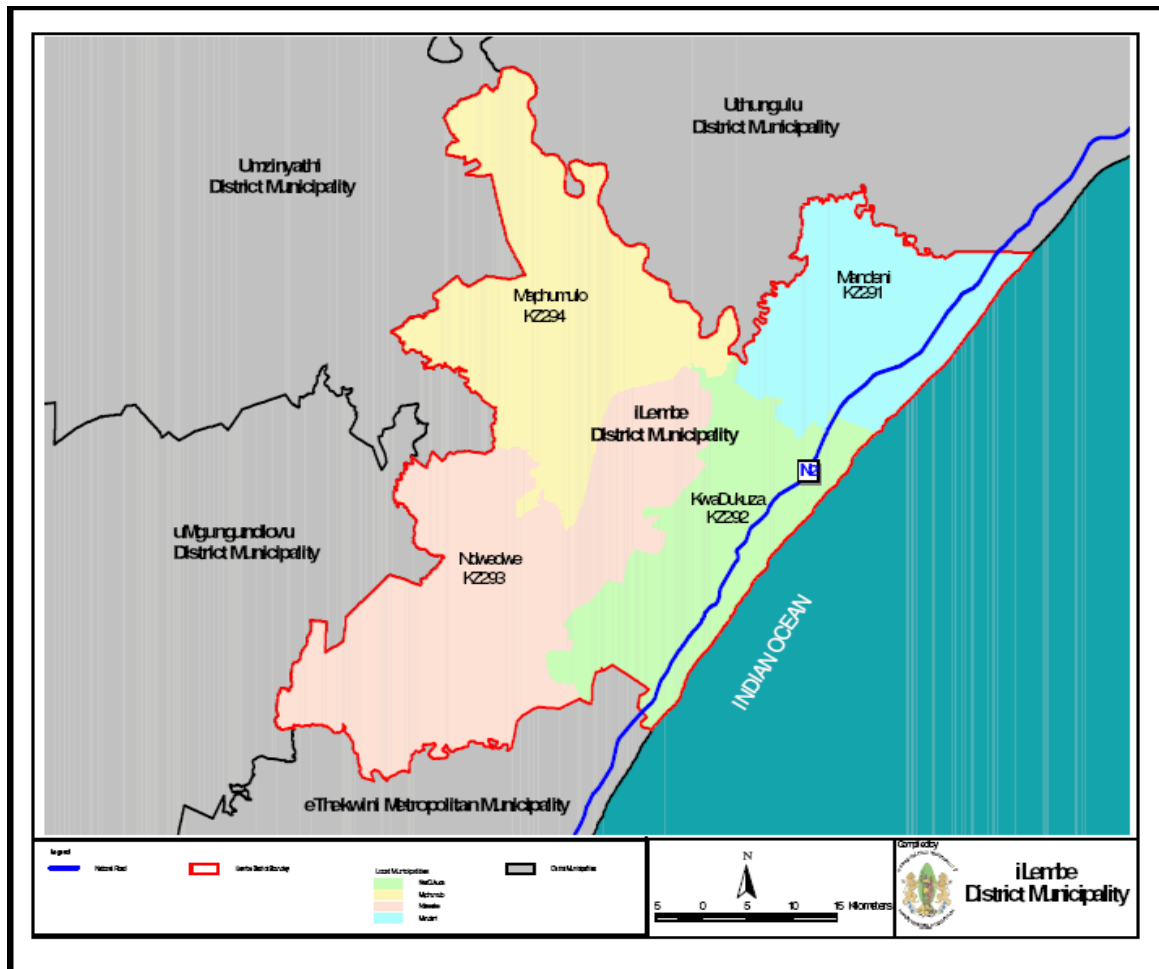
### Key Elements to be addressed during this Process:-

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

- **Incorporation of comments from various Role Players** - The extensive list of comments received during the previous IDP review as well as any other relevant comments received from roleplayers during this review will be recorded, considered and incorporated where appropriate to contribute to the incremental improvement of the strategic nature of the IDP.
- **Incorporate comments from Provincial MEC Panel** – Although the focus on the strategic influence of the IDP is in itself a direct result of the comments received from the Provincial MEC panel on the previous IDP review, the 2009/10 review will aim to address all the outstanding comments as far as possible.
- **Review & inclusion of new/additional information** – This refers to both historical information which might not have been available or accessible before as well as newly statistical, strategy and or research information available. As before the focus is not on generating a cumbersome volume of development information, but merely to evaluate and extract key information which will need to be considered during the prioritization process and formulation of IDP.
- **Alignment of Sector Plans** – The alignment of both district wide and municipal sector plans and other relevant research studies always forms part of the IDP review process and especially newly available plans will be considered and incorporated.
- **Alignment of IDP with Provincial Programmes & Policies** – Through especially the Provincial Spatial Economic Development Strategy (PSEDS), the co-ordination of provincial departmental strategic plans and budgets has been becoming increasingly important. The available Medium Term Expenditure Framework budgets from the various provincial departments will be incorporated within the IDP and budget as far as possible.

## A1. Maphumulo Municipality within the context of iLembe District

The Maphumulo Municipality (KZ294) is one of the four local municipalities located within iLembe District municipality (DC 29). Maphumulo Municipality is bounded to the north by Tugela River and extends approximately 30 km to its southern boundary with Ndwedwe Local Municipality (KZ 293). The primary administrative Centre of the municipality is the town of Maphumulo which is located approximately 38km north-west of KwaDukuza Municipality. Figure 1 below shows the location of the area within the iLembe District



**Figure 1:** Maphumulo in the iLembe Context

Maphumulo is situated on the R74 Road from Stanger to Kranskop. Maphumulo is bordered by Ndwedwe on the south to which it is linked through the P711. The total area of Maphumulo is 894 km<sup>2</sup>. Maphumulo is further characterized by scenic beauty owing to its natural environment, i.e. a rugged mountainous terrain, contrasting grasslands, many rivers and numerous plant species (including Aloe) that are mainly untouched by any form of development. This natural environment has the potential to contribute to economic development through tourism promotion and development.

Maphumulo Municipality is bounded to the north by Tugela River and extends approximately 30 km to its southern boundary with Ndwedwe Local Municipality (KZ 293). The primary administrative centre of the municipality is the town of Maphumulo which is located approximately 38km north-west of KwaDukuza Municipality. The R74 is the main road which provides access from Stanger and leads on to Kranskop and Greytown. The linkage to the N2 is vital as it provides for community labour transport, access to commercial and employment market in the Durban Metro, KwaDukuza, Darnall and Isithebe area.

Approximately 99.5% of the total municipal area is under the Ingonyama Trust land and a very small percentage is directly under the control of the municipality. As a result, although there are large tracts of land that would generally be regarded as available, land for development purposes is not easily accessible to both the municipality. The Maphumulo Town is the centre of formal activity and provides support services and facilities to its hinterland. Cultivated land is dominated by subsistence agriculture with the main crops being sugar cane, maize, sorghum and vegetables. According to Census 2001, Maphumulo has a population of 120643 people and approximately 22149 households. The total area of Maphumulo is 894 km<sup>2</sup>. There are 11 Traditional Authority areas in the municipality.

From a spatial development angle, the town of Maphumulo is the primary development node. Maphumulo Municipality also contains five secondary development nodes i.e. Ntunjambili, Mxhosa, Maqumbi, Nhlanomfula and Khabane and four tertiary nodes in the form of Mphise, Oqaqeni, Moyamuhle and Hhosi. It is envisaged that infrastructure investment and economic development opportunities will focus on these nodes. The municipal population is largely composed of youth, which is more than half, i.e. 55% of the total population. This means that the municipality, sector departments, NGOs and other agencies must direct their development plans in favour of youth. Furthermore, this means that there must be an improved intake of social security grants, especially the child support grants within the municipal area.

Unemployment within the municipal area is very high at 68% (Community Survey 2007, Statistic SA). The aforementioned coupled with the 5% elderly population is indicative of a very high dependency ratio within the municipality. Approximately 56% of the population of Maphumulo is female, which is one of the indicators of the migration of the male population out of the area in search of employment opportunities in other major centres in the region, such as Stanger, Greytown, Pietermaritzburg and Kranskop. The poor absorptive capacity of the local economy and the search for a better quality of life results has resulted in a loss of human capital for the municipality which further weakens the ability of the local economy to grow. This over-representation of women means that issues of gender equality must be mainstreamed into the development programmes of all agencies in the municipal area.

## A2. The Challenges We Face

The following are the developmental challenges faced by Maphumulo Municipality.

- Difficulties in curbing the spread of HIV/AIDS within the municipal area;
- Huge basic services and infrastructure backlogs;
  - **Water Backlogs** – 43% of the households do not have an adequate supply of water totaling approximately 11811 households.
  - **Sanitation Backlog** – 78% of households do not have an adequate service representing approximately 21539 households.
  - **Electricity Backlogs** - 52 % of households within the Maphumulo Municipal area do not have electricity as a source of lighting.
  - **Housing** 70 % of the Maphumulo population do not have formal housing units accounting for 19324 households.
- Absence of local training and skills development institutions;
- Lack of skills to specifically participate in the local economy;
- High unemployment rate;
- High dependency ratios and poverty levels;
- High illiteracy levels;
- Difficulties in attracting investors into the area;
- Steep and development-unfriendly terrain with scattered settlement patterns;
- Lack of services in the identified development nodes;
- Absence of a waste management facility to cater for both current and future development needs;
- Absence of a revenue base and the resultant grant dependency;
- Inability of the municipality to attract experienced personnel and the existence of vacancies in critical posts;
- Shortage of office space for municipal staff;
- Lack of burial space within the municipality;
- Inadequate inter-governmental alignment and its negative impact on development programmes.



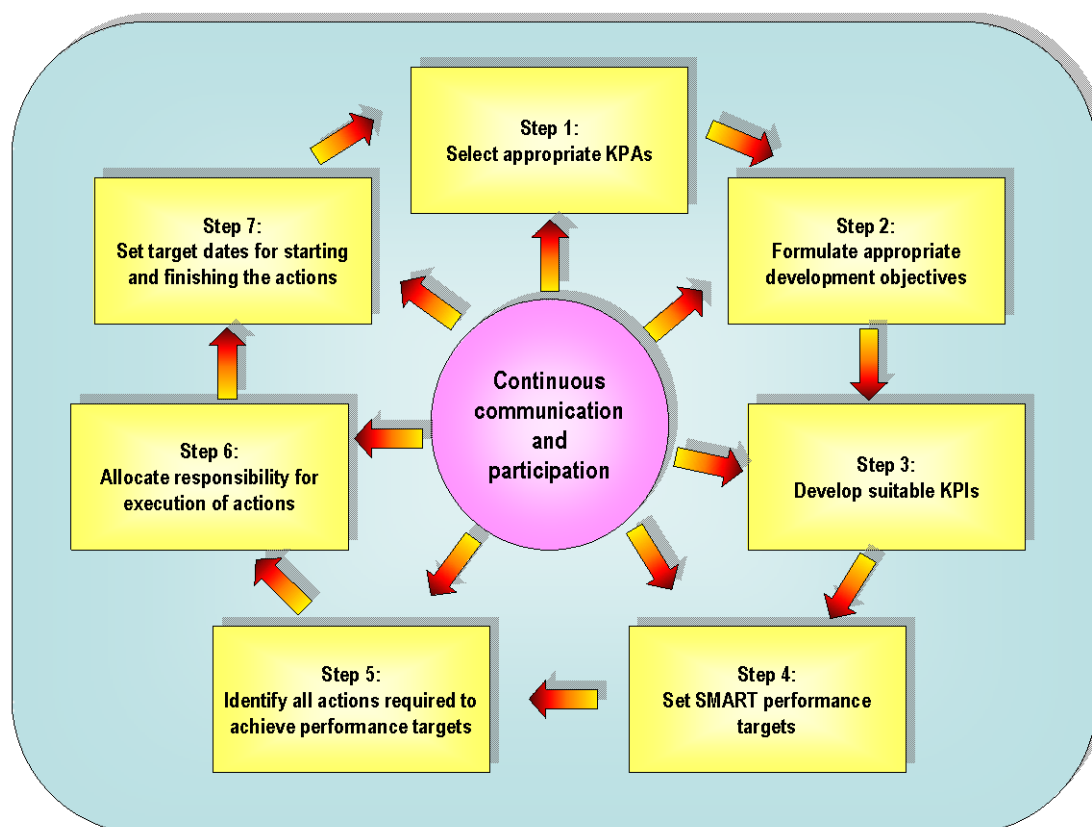
### A3. Opportunities that exist

In summary the current opportunities which exist as well as the strengths to be built upon towards development within the municipality could be summarised as follow:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Political Tolerance and stability</li> <li>• Water Services Authority</li> <li>• Untouched Natural Resources</li> <li>• Rich Cultural History</li> </ul>	<ul style="list-style-type: none"> <li>• Geographical Location for Agricultural production to Primary Corridor</li> <li>• Cultural Tourism</li> <li>• Growth within iLembe District</li> <li>• Relatively Low crime rate</li> <li>• Agri Industries</li> <li>• Organised Agricultural and Business sector</li> </ul>

### A4. Measuring Our Progress

The Maphumulo IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing the Maphumulo PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role player. The following flow diagram shows a step-by-step approach to setting the performance measures of the Maphumulo Organisational PMS:



The Maphumulo PMS Framework does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Defines the roles and responsibilities of each role-player, including the local community, in the functioning of the system.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Show how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

## 56. Developing the Maphumulo IDP

A new comprehensive and updated Integrated Development Plan for the Maphumulo Municipality, covering the period 2007 to 2011, was adopted in 2007 in terms of the Municipal Systems Act, Act 32 of 2000. This IDP now needs to be reviewed and for the purpose of this 2010/2011 Maphumulo IDP Review the 2007 - 2011 IDP shall be referred to as the "principal IDP".

The principal IDP undertook a comprehensive review and analysis of the Maphumulo Municipality and specifically highlighted economic and infrastructural backlogs, together with the developmental challenges with which the Maphumulo Municipality is faced. These serve as the baseline for municipal delivery, monitoring and performance and the principal IDP set out specific objectives and strategies to address these backlogs and challenges. In addition, these have been re-assessed on an annual basis within through the required IDP Review Process.

This Maphumulo 2010/2011 IDP Review is also done within the context of newly formulated and revised guidelines of the KwaZulu-Natal Provincial Government's Department of Local Government and Traditional Affairs for the review and assessment of IDPs. These guidelines specifically provide clarification on the contents and format of reviewed IDPs for their subsequent assessment.

A Draft Process Plan to guide the 2010/2011 Maphumulo IDP Review was considered and noted by the Maphumulo Executive Committee. This Process Plan sets out comprehensively the process of Review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and mechanism for alignment with other stakeholders. This Process Plan has also been aligned to the IDP Process Plan of the ILembe Municipality and it is attached hereto as **Appendix K8**.

## SECTION B: ANALYSIS OF CURRENT REALITIES

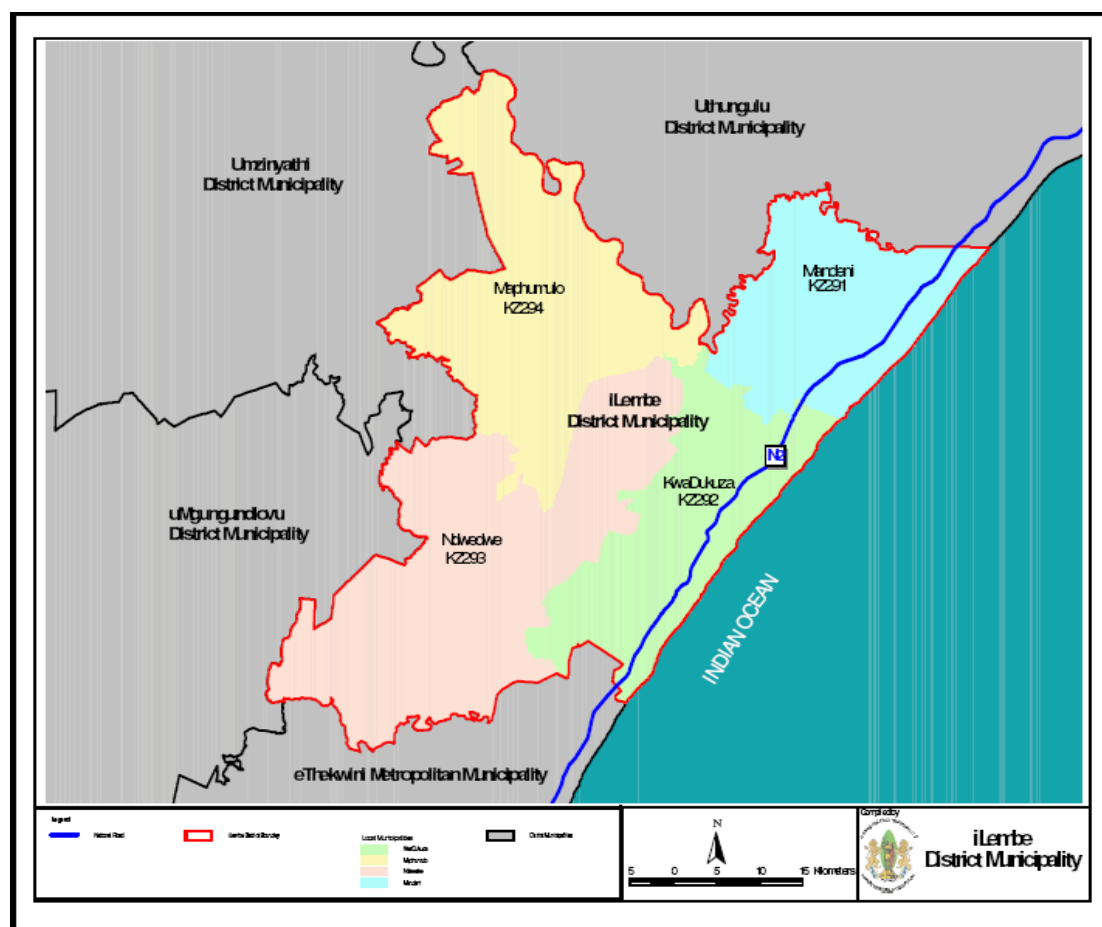
### B1. Local/Regional Context

#### Location

The Maphumulo Municipality forms part of the iLembe District Municipality area (DC29) which lies on the east coast of KwaZulu-Natal, between the eThekweni Metro in the south and the Tugela River mouth in the south. At 3 260km<sup>2</sup>, this is smallest of the 10 KZN district municipalities. It is one of the four municipalities that make up the iLembe “family of municipalities”, the other three being Mandeni, KwaDukuza, and Ndwedwe. The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipalities are the commercial farming hubs of the District, with most commercial farms being privately owned sugar cane land.

Urbanised areas within the District are KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Zinkwazi. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, Isithebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni. Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west and Nyoni and Mbizimbelwa in the north comprise of commercial and service development in the rural areas. Both largely exist in association with a magistrate’s court, clinic, pension pay point, health, education and welfare office or similar state service. Wholesale commercial activities have expanded and these villages have emerged as supply centres and transportation hubs to the remote rural areas of the iLembe District.

Figure 1 : Locality Map

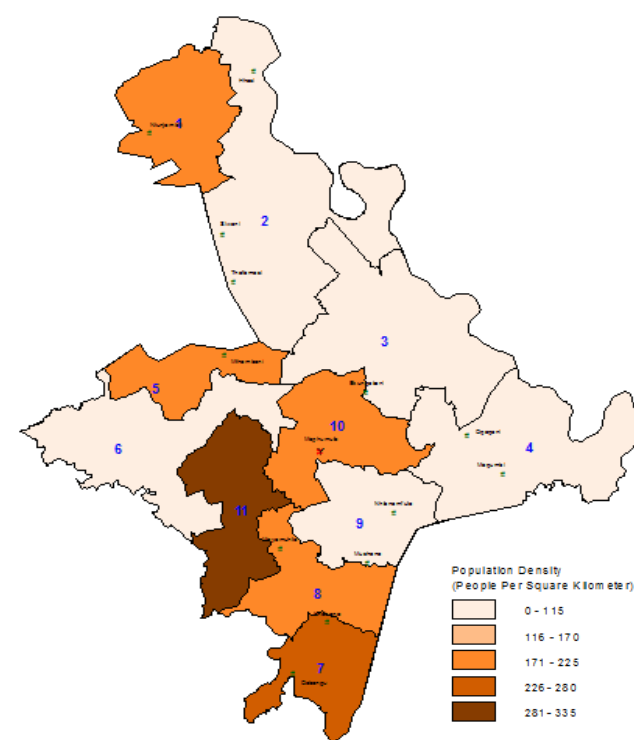


## B2. Demographic Realities

The total population of Ilembe District Municipality is estimated at 560390 which is made up of Mandeni (128670), kwaDukuza (158582), Ndwedwe (152495) and Maphumulo (120643). As can be seen from the foregoing data Maphumulo has the smallest population in the District. The total area of Maphumulo is **894 km<sup>2</sup>**. The following chart summarises the population distribution within the Ilembe District Municipality area. The following chart and table provides details of the population distribution within the Ilembe District area and the number of people per municipal ward in the Maphumulo municipal area respectively.

Ward	Households	Population	Area in km2	Density (Persons/km2)
1	2481	11974	64	187
2	1694	10070	159	63
3	2028	11953	128	93
4	1602	9722	112	87
5	1132	7148	40	179
6	1389	8454	1389	6
7	2085	12824	47	273
8	1878	10867	56	194
9	1099	6748	59	114
10	2776	12423	65	191
11	3985	18460	65	284
<b>TOTAL</b>	<b>22149</b>	<b>120643</b>	<b>894</b>	<b>135</b>

**Table 1:** Total Population Figures According to Municipal Wards



Population growth is normally difficult to project as a number of factors determine the population growth rates within a given area. The prevalence of Tuberculosis, Cholera, and HIV/AIDS within the municipality has also led to expectations for the population to grow at a slightly decreasing rate, and thereby complicating the situation even further. However, the results of the 2007 Community Survey by Statistics South Africa indicate that there have been more than expected changes in the Maphumulo demographic patterns. The Community Survey results indicate that the population within the municipality has decreased from 120643 to 109 157 between the 2001 Census and 2007. They further indicate that the number of households has also declined from 22149 to 19934. The municipality intends to investigate the possible reasons behind this decrease of the population by about 11486 people over about six years. The municipality also has special demographic characteristics that would require serious attention. Such characteristics include the following:

- More than half the municipal population is composed of youth, i.e. 55% of the total population. This means that the municipality, sector departments, NGOs and other agencies must direct their development plans in favour of the youth.
- Approximately 56% of the population of Maphumulo is female, which is a possible indicator of migrant labour patterns that impact on the male population as they move out of the area to find employment elsewhere. This overrepresentation of women means that issues of gender equality must be mainstreamed into the development programmes of all agencies operating in the municipal area.

The income levels and employment figures are indicative of the poverty prevalent in the area. Based on census 2001, it is estimated that 68% of the population is unemployed. The main sources of income in the municipality are from social services, the manufacturing sector, trade and farming.

### **B3. Socio-economic Realities**

#### **Education levels**

As per the Census 2001, 44% of Maphumulo population is functionally illiterate, with 7% indicating that they have had no education at all. This has a significant impact on employability, the type of job opportunities that can be sought and the vocational distribution of the economically active population.

In order to understand the economic make-up of the community, the analysis of statistics relating to levels of education, employment/unemployment and income levels re-affirms the need for skills development, Adult Basic Education and Training, as well as Further Education and Training, poverty alleviation programmes and local economic development interventions.

### **B4. Spatial Realities**

#### **Spatial Restructuring/Integration**

In accordance with Chapter 5 of the Municipal Systems Act, 2000 every Local Municipality is required to engage in a process of Integrated Development Planning (IDP). One of the requirements of the said Act (Section 26(3)) is that an IDP should contain a Spatial Development Framework (SDF). The Maphumulo Municipality is currently engaged in the formulation of such a detailed Spatial Development Framework for its area of jurisdiction.

The Spatial Development Framework is a **process** through which municipalities prepare a strategic spatial development plan for a five year period in order to assist in the execution the Integrated Development Plan (IDP). The SDF plan will act as principal spatial planning instrument which guides and informs all planning, land management, development and spatial decision-making in a municipality. It is important to note that the Maphumulo SDF is a component of the Maphumulo Integrated Development Plan (IDP) and aims to create a spatial interpretation of the strategies and projects already contained within the IDP. It should not be seen as a separate planning process, but only aims to assist in the prioritisation of



resources towards implementing the IDP. Please refer to the section on the Spatial Development Framework as well as **Annexure J1** for more detail.

## District SDF'S

The ILembe SDF affects the Maphumulo Municipality and the compilation of the ILembe SDF was informed by the first Municipal wide SDF compiled for Maphumulo. The detailed SDF being compiled will reinforce the district wide SDF as far as locally relevant physically possible. However, as the actual implementing agent of spatial restructuring, the local SDF will again inform the district SDF in the case of any differences.

## B5. Environmental Realities

And Phase 1 Strategic Environmental Assessment is currently underway as part of the same process undertaken at an iLembe District Level. The current available Environmental Atlas extracts are illustrated and discussed in more detail within the Maphumulo Spatial Development Framework attached as **Annexure J1**.

## B6. Economic Realities

### Employment Levels

The area of Maphumulo is characterized by high levels of unemployment and poverty. Based on the 2001 census data (Statistics SA) it is estimated that 68% of the population is unemployed. While the exact figures are not yet available to the municipality, there are already indications that the global economic downturn is beginning to impact negatively in the Maphumulo area as it does to the rest of the country. The loss of jobs and the decline in new job opportunities that are taking place in some of the industries in neighbouring urban areas such as Stanger, Tongaat and Durban herald a difficult era for areas such as Maphumulo from which people have moved to seek employment opportunities in urban centres.

### Income Levels

The main sources of income in the municipality are from social services; work in the manufacturing sector, trade and farming. This means that the municipality must concentrate on labour intensive programmes and skills development when rendering municipal services. As indicated above this situation also indicates that social services programmes e.g. social relief must be intensified within the area. The table below depicts this situation.

Ward Nun	None	R1 – R240	R2401 – R60	R6001 – R120	R12001+
1	171	367	474	379	555
2	300	287	250	206	81
3	377	256	606	411	215
4	311	267	542	252	178
5	246	128	282	91	144
6	258	159	233	141	143
7	686	211	559	213	194
8	461	213	570	283	156
9	154	167	350	190	214
10	272	225	646	332	290
11	1046	487	1107	530	555
<b>Total</b>	<b>4282</b>	<b>2767</b>	<b>5619</b>	<b>3028</b>	<b>2725</b>
<b>%</b>	<b>23.25</b>	<b>15.02</b>	<b>30.50</b>	<b>16.44</b>	<b>14.79</b>

**Table 5:** Households Income (Statistics SA 2001)

From the above table approximately 23% of the households in the municipality do not earn an income, indicating relatively high levels of poverty in Maphumulo. Within the town of Maphumulo there is a small component of the local work force earning a living. They are mainly involved in both formal and informal commercial activities in the Maphumulo Village. Other commercial activities (both formal and informal) take place along R74 road e.g. KwaJimu, Khazimula and KwaMxhosa. The economic base of Maphumulo local municipality is made up of government services, agriculture, commercial, tourism, and informal economy. As mentioned above, the current global and economic situation is likely to hit areas like Maphumulo the hardest as loss of jobs and the decline in households' spending power would mean difficulties in payments for municipal services but also the increase in the number of indigent households.

## Sectoral Contribution

### Public Sector

Government services are the largest contributor to the local economy. This can be ascribed to the government investment and development within the area in the form of schools and clinics but also the concentration of government departments in Maphumulo town. The civil servants are the largest component of the middle class of Maphumulo and as a result, they support the local economy, especially the retail sector.

### Agriculture

While most of the land in the region is steep with limited agricultural potential, the average rainfall in the area is good. Agricultural activity include both formal and subsistence agriculture. Sugar cane, maize, sorghum and vegetables are the main agricultural activities in the area. Amadumbe crop is also emerging as an agricultural activity with economic growth potential, especially in terms of linking the first and second economies. A processing factory has been established in KwaDukuza Municipality thus offering small scale subsistence farming with an opportunity to sell their amadumbe to this factory. Forestry is the second most dominant form of agricultural activity which is scattered throughout the municipality.

### Commercial Activity

Limited commercial activities in Maphumulo exist in the form of general dealers, liquor stores and other small businesses in the small centre of Maphumulo town. Consequently, significant economic leakage to major centres such as KwaDukuza and Durban occurs as daily commodities are usually bought in surrounding towns. Local business people and small scale entrepreneurs find it difficult to trade in an environment which does not provide adequate facilities and have indicated their support for the development of such a facility.

There is no formal industrial development in the municipality; some of the sugar mills and industrial areas that attract the migrant workers are within the KwaDukuza and Mandeni Local Municipalities. Industrial development potential has been identified for industrial development in Ward 10 (Emzini Wezinsizwa) although feasibility studies still need to be undertaken to determine the suitability of this area for such a purpose.

### Tourism

Maphumulo Municipality possesses a lot of untapped cultural/eco-tourism potential due its cultural background and natural heritage. It boasts tourist such natural attractions as Kwa-Shushu Hot Springs, Itshe likaNtunjambili and Sabuyaze Mountain amongst others. From both a historical and cultural perspective, Izibaya zikaGcugcwa and the world famous battlefields of the Bambatha Rebellion serve as a good attraction for the area. Arts and crafts have also not been explored to the maximum within the area and the potential lies with people who make ornamental carvings and small furniture. In addition, traditional weaving is done by local women and therein is the opportunity for the industry to develop into a tourist market. It remains important to ensure that raw materials are utilized on a sustainable basis to ensure the existence of the industry.



**Figure 4:** Eco-Cultural Tourism (KwaShushu Hotsprings)

## Mining

A potential for titanium mining exists within the municipal area, and the municipality is currently investigating the magnitude of the potential. Should this become a reality, it would boost the economic profile of the municipality and create local jobs that would generally improve the ability to pay for services and spending power amongst the residents, and thereby contribute to the sustainability of the municipality as a whole.

## HIV/AIDS and Economic Development

The municipality currently does not have official statistics on HIV/Aids except for anecdotal information that indicated that the spread of the disease is rapidly increasing. As a result the municipality is relying on the Provincial HIV/Aids statistics that the HIV/AIDS infection rate is 30%. The virus has a direct impact on the ability of the area to grow and develop. More specifically there would be a loss in productivity and skilled persons. Growth rates would be negatively affected as a result of illness, which in turn would divert financial resources from savings and investment to health care and welfare. Moreover, there would be an increase in the demand for health care facilities in the area.

## B7. Infrastructure Development Realities

A significant development challenge in Maphumulo is the disparity in service and infrastructural provision between settlement nodes, such as Maphumulo Town and its surrounding areas. A detailed account of such provision is outlined in the following sections. The Accelerated and Shared Growth Initiative of South Africa (ASGISA) has identified service delivery infrastructure as one of the binding constraints that would need to be addressed to promote economic development and growth. The review of the current situation with Maphumulo testifies to this as most wards still identify access to basic services and infrastructure as a priority.

## Water and Sanitation Backlogs

The Strategic Framework for Water Services (2003) provides a definition of a basic water supply and a basic sanitation facility. A basic water supply facility is defined as “**infrastructure necessary to supply 25 litres of potable water per person per day supplies within 200 metres of a household and with a minimum flow of 10 litres per minute (in the case of communal water points) or 6 000 litres of potable water supplied per formal connection per month (in the case of yard or house connections)**”.

On the other hand, a basic sanitation facility is then defined as “**the infrastructure necessary to provide a sanitation service that is safe, reliable, private, protected from the weather, ventilated, keeps smells to the minimum, is easy to keep clean, minimises the risk of the spread of sanitation-related diseases by facilitating the appropriate control of disease carrying flies and pests, and enables the safe and appropriate treatment and/or removal of human waste and wastewater in an environmentally-sound manner**”. In view of the above definitions, the Maphumulo area is still faced with huge water and sanitation backlogs within its area of jurisdiction, which poses a challenge as water is a basic need for both domestic supply and economic activities. This is in spite of the area being endowed with raw water resources in the form of Umvoti, Hlimbithwa and Tugela Rivers. Details of household water services backlogs are provided in the subsequent sections.

According to a study conducted by Ilembe District Municipality, of the 120643 people in Maphumulo, a total number of 82180 is receiving water below RDP standards (further than 200m from the household). With regard to sanitation, indications are that 94261 receive a sanitation service that is below RDP standards (less than a ventilated improved latrine/VIP) Current sanitation backlog in Maphumulo stands at **78%** or **100 348** people

The table below illustrated the achievements and current backlog estimates for Water Services within Maphumulo per ward:

Backlog Assessment per Ward with the respective Local Municipality										
Maphumulo Local Municipality										
Ward	No. H/H	2006/2007		2007/2008		2008/2009		Consolidation		%
		Backlog	Achieve	Backlog	Achieve	Backlog	Achieve	Backlog	Achieve	Blog
<b>Water Infrastructure</b>										
1	2,487	2,487			2,410			77	2,410	3%
2	4,837	3,412				3,412		-	3,412	0%
3	2,049	1,674				1,617		57	1,617	3%
4	3,424	848						848	-	25%
5	2,500	2,000						2,000	-	80%
6	2,250	2,000				619		1,381	619	61%
7	2,240	2,240						2,240	-	100%
8	2,421	2,421						2,421	-	100%
9	1,739	1,739						1,739	-	100%
10	1,847	486						486	-	26%
11	1,812	1,812				1,250		562	1,250	31%
12										
13										
14										
15										
16										
17										
18										
19										
20										
<b>Total</b>	<b>27,606</b>	<b>21,119</b>	<b>-</b>	<b>-</b>	<b>2,410</b>	<b>-</b>	<b>6,898</b>	<b>11,811</b>	<b>9,308</b>	<b>44%</b>
									<b>68,585,628</b>	
									<b>7,368</b>	

The table below illustrated the achievements and current backlog estimates for Sanitation Services within Maphumulo per ward:

Backlog Assesment per Ward with the repective Local Municipality											
Maphumulo Local Municipality											
Ward	No. H/H	2006/2007		2007/2008		2008/2009		Consolidation		% Blog	
		Backlog	Achieve	Backlog	Achieve	Backlog	Achieve	Backlog	Achieve		
Sanitation Infrastructure											
1	2,487	2,487						2,487	-	100%	
2	4,837	4,837						4,837	-	100%	
3	2,049	2,049						2,049	-	100%	
4	3,424	2,083	450		1,183			450	1,633	13%	
5	2,500	2,500						2,500	-	100%	
6	2,250	2,250						2,250	-	100%	
7	2,240	2,240						2,240	-	100%	
8	2,421	2,421						2,421	-	100%	
9	1,739	1,482			930			552	930	32%	
10	1,847	1,847	113		1,296		438	-	1,847	0%	
11	1,812	1,812			59			1,753	59	97%	
12											
13											
14											
15											
16											
17											
18											
19											
20											
Total	27,606	24,008	563	-	3,468	-	438	21,539	4,469		
										17%	
								Capital Expenditure	28,961,912		
								Cost per Household	6,481		

As alluded to earlier within this document, the Water Services Authority (WSA) power and function for the area resides with Ilembe District Municipality and Maphumulo Municipality is to ensure that water services priorities are communicated to the WSA and integrated into their strategic and development plans. The figure below illustrates the areas covered by water projects and schemes as per the Ilembe District Municipality:





According to the Water Services Authority, the huge remaining backlogs are influenced by a number of factors, including the following:

- The Maphumulo area has dispersed settlements as well as unsuitable terrain which increases the cost per capita for water services infrastructure development
- Inadequate funding to address all the backlogs within the area
- Need to balance the operation and maintenance of existing infrastructure and the development of new schemes, which over-stretches the limited staff capacity of the WSA

To address the current water supply backlogs, and with the assistance of the Department of Water Affairs, Ilembe District Municipality has prepared a Water Master Plan for its entire area of jurisdiction in consultation with all four local municipalities. Plans for the preparation of tailor-made Sanitation Plans per local municipality are currently underway to address the sanitation backlogs as each local municipality would have its own dynamics in relation to sanitation.

Some members of the community within the area have raised challenges relating lack of access to basic water and sanitation within schools and health facilities. However, it has been difficult to confirm with the Water Services Authority as well as the Department of Education and the Department of Health as to the magnitude of the challenge.

## Roads

The condition of roads system in Maphumulo varies from good to very poor. It has been observed that most of the higher order KwaZulu-Natal Department of Transport's (KZN DOT) roads are reliable and passable most of the time, barring a few of the gravel roads in harsh terrain which are difficult to navigate, particularly during rainy periods. Lower order roads on the other hand are generally in a poor condition, and difficult to navigate even under normal weather conditions. In some areas, no major road maintenance has been undertaken in many years, presumably due to lack of funds. The condition of local roads varies, with some, adequate, but many in very poor condition. The following issues and challenges in respect of roads infrastructure that need to be taken forward in the IDP Process:

- There are number of higher order KZN-DOT roads in Maphumulo that are in a bad condition, requiring a range of maintenance actions such as re-gravelling, erosion protection, cleaning out or reconstruction of drains and/or stream crossing
- The majority of local/access roads in the area has never been formally constructed, and was tracks/paths that were opened up with a grader but never gravelled.
- The gravel local/access roads are almost all impassable during wet weather, as they are poorly gravelled or not gravelled at all, and traverse steep terrain.

The municipality has in the past years made provision the gravelling and upgrading of some of the local roads. The Department of Transport has provided the municipality with a list of roads that will be addressed over the MTEF period, for some of which funding allocations are yet to be confirmed

## Electricity

From an institutional point of view, the Maphumulo area falls within two of ESKOM functional areas, with the Eastern parts of the area falling within Empangeni and the Western parts being managed by the Pietermaritzburg Office. According to ESKOM, the electricity backlog in Maphumulo is approximately **52%**, but even those areas that are electrified experience power outages due to the weakness of the network. As a result most people are reliant on other sources of energy such as solar, paraffin, gas and candles. In view of all the envisaged developments in the area as a result of the formalisation of the Maphumulo Town amongst other developments, the situation is likely to worsen in the near future, and the municipality has made proposals to ESKOM and the Department of Energy to construct a sub-station within the area.

The 2007/08 and 2008/09 IDP reviews respectively highlighted a few priority electrification projects that were to be implemented by ESKOM within the area, including the Ntikanda/Oqaqeni project which was completed in 2008. According to ESKOM, a brief study has been conducted with regard to the electrification of the Qwabe and Sakhisizwe areas which are both in Ward 7 and formed part

of the list of priorities. The study identified about 31 existing customers in the area and that the cost of extending the service to other customers will be about R18 000 per connection due to the scattered nature of the households in the area (15-25 houses per square kilometre). The electrification of the area however forms part of the Universal Access Programme, with a total of 564 connections planned. ESKOM plans also indicate that the Thafamasi as well as the Mxhosa/Mbitane electrification projects that were launched during the 2007/08 financial year are due for implementation during the 2010/2011 and 2001/2012 respectively. ESKOM has indicated that the Thafamasi project is dependent on the Kranskop NB 15 upgrade, and will therefore be implemented between April 2010 and March 2011.

Towards addressing the network capacity challenge within Maphumulo, ESKOM has strengthened the Madungela NB 55 (Ngcolosi area) during the 2008/2009 financial year, with the Kranskop NB15 (Kwa Sizabantu) upgrade from 11/22kV currently in progress and scheduled for completion December 2009. The refurbishment of Glendale NB 29 is scheduled for the 2010/2011 financial year.

Key issues for the Municipality with regard to electricity include the following:

- Eradication of the huge electricity access backlogs within the area
- Alignment and communication in the planning, implementation, and monitoring of electrification projects between Maphumulo Municipality, ESKOM, and the Department of Energy
- The upgrade of the electricity network to cater for current and future electricity needs

## Refuse Removal

There is no formal waste removal service or landfill site within the municipality. Currently people are burying, burning and dumping waste in open spaces creating pollution. Through its Growth and Development Summit (GDS) resolutions, Ilembe District Municipality is exploring options for establishing a district-wide waste disposal site that will serve all local municipalities in its area. A recommendation for the erection of waste collection containers/buy-back centres at strategic points within the municipality from which waste would be transferred to the landfill site in KwaDukuza has been made by Ilembe DM. The municipality is pursuing that recommendation for implementation during the 2010/11 financial year.

## Telecommunications

The town of Maphumulo is serviced with telephone lines. However, only some residents, schools, government offices and shops have access to telephone services – a total of **50%** of households in the entire Maphumulo do not have access to telephones. There is a need for a cellular mast in Maphumulo in order to improve communication. The opportunities for public phones in the identified development nodes should be further investigated.

The municipality has not received formal training on the EPWP guidelines; nonetheless the projects that are undertaken by the municipality are in compliance with EPWP. The projects are labour intensive and local service providers are mostly used.

## B8. Social Services Realities

### Education

According to the information received from the Department of Education's Maphumulo District Office, the Maphumulo municipality has 74 primary schools, 36 secondary schools and 40 ABET centres. Schools in Maphumulo are dispersed and are often difficult to access due to the rugged terrain, poor roads and dangerous river courses. There are no tertiary education facilities in the municipality, which is reflected by the low proportion of the population with tertiary qualification (0.4%). These low levels of education are a major constraint for future development, as there are limited employment opportunities in the municipality.

Level of Education	% Population
None	31%
Primary	32%
Secondary	15%
Matric	2.9%
Tertiary	0.4%
Under Standard 5	13.4%
Other	0.1%
Unspecified	4.5%
<b>Total</b>	<b>100%</b>

**Table 6:** Levels of Education

According to Stats SA 2001, only 22% of Maphumulo municipality population is literate while 31% of population is illiterate. The infrastructure available at the school sites is limited. According to Census 2001, only 2% of all the schools in the Maphumulo district have electricity and 4% make use of generators. This leaves 94% of the schools without any form of power, limiting the educational process and methods available. Sanitation availability in the schools is also limited as 30% of the schools in Maphumulo have no sanitation at all, 57% have pit latrine toilets and 3% have flush toilets and septic tanks. The availability of water at schools is also a problem. Although 56% have water on site or are able to obtain water from communal taps, 44% of the schools have no access to water on site. Other key issues associated with the provision of quality education in the municipal area include:

- The fact that Maphumulo Municipality does not have an institution of higher learning within its area of jurisdiction
- There is a high dependency ratio due to, amongst others, the high portion of the population that is still youths. As a consequence thereof, demands for improved education and facilities need to be addressed
- There are no tertiary training facilities throughout the Maphumulo district which is a challenge as the provision of critical skills would be the catalyst for development and employability for the largely unemployment economically active population of Maphumulo
- Safety concerns at schools have been raised by some members of the community

### Health

One of the major challenges faced by the residents of Maphumulo is the limited accessibility to these health care facilities and services. This is compounded by the scattered nature of the settlements, lack of proper health and hygiene facilities, lack of access road infrastructure, as well as transport services for travelling to the available health facilities.

As in most parts of the country, the municipality has to contend with increasing levels of HIV/AIDS prevalence. While official statistics on the prevalence are not available, the number of deaths attributed to the pandemic is alarming. The most prevalence cases and HIV/AIDS-related deaths have been recorded amongst the youth, a considerable percentage of which also forms the

economically active population in the area. The number of child-headed households has also increased drastically as a result of household heads dying because of HIV/AIDS. This is also putting a lot of pressure on the social security system as most people are increasingly dependent on social grants for daily subsistence purposes, which are over and above the pension, disability and child support grants that most people receive. As alluded to in the previous sections, the Community Survey conducted by Statistics South Africa in September 2007 points out to a drastic population decline within the area between 2001 and 2006. Although the municipality has not confirmed the cause of this sharp decline in population numbers, indications are that death through HIV/AIDS accounts for most of the figures.

The municipality continues to partner with the Department of Health in the implementation of health programmes towards improving access to primary health care services. Achievements in this regard include the following:

- Primary Health Care clinics and Anti-Retroviral Treatment (ART) down referrals (2 in Maphumulo)
- Targets for the number of patients registered and receiving ART are exceeded every year
- Female condoms available in all clinics
- Mother to Mother project support of Prevention of Mother-To-Child Transmission (PMTCT) programme being implemented in most clinics
- The TB cure rate has improved from 46% in 2003 to 60% currently.
- 4 Clinics upgraded by addition of Voluntary Counseling and Testing (VCT) rooms

To improve access to health facilities within the area, the Department of Health has assessed the list of applications for the construction of health facilities in strategic locations within the municipality, some of which are currently being implemented. The table below provides a list of the applications for the area as well as their status as at the first quarter of the Department's 2009/10 financial year.

Project	Status
1. Mambulu Clinic	Supported and due for building
2. Snamfimi Clinic	Supported and due for building , delayed due to lack of water on site but a source as been identified about 2km away
3. Maphumulo Gateway	Supported and due for building. The delay was due to non-availability of a site which has eventually been made available by the municipality. The project is in the design phase.
4. Ocheni	Supported for building of clinic
5. Qalakancane	Not supported yet. Communities currently use Oqaqeni Clinic from about 12km away
6. Dlakathi Clinic	Re-investigated and supported for clinic
7. Mbhekaphansi Clinic	Replacement of existing clinics (to upgrade the size) and is 80% complete

**Table 7:** Current Health Facilities' Projects in Maphumulo

To address some of the health-related issues with the area, the following still need to be done:

- Fast-tracking the construction of the gateway clinic and other approved clinics within Maphumulo
- Strengthening alignment with the Department of Health and NGOs in order to combat the spread of HIV/Aids with the municipality
- Coordination with Ilembe District Municipality to extend water supply schemes and sanitation to areas that do not have access to potable water and sanitation. This will reduce diseases such as cholera and typhoid within the municipality
- The upgrading of road infrastructure in order to makes access to health facilities within the municipality easier.

## Community Facilities

The demand for local sports and recreation facilities and services is very high in the area, which compounded by the challenges in mobility that are created by the poor condition of roads and the inadequacy of public transport services within the area. Most wards identified sports and recreation

facilities as priorities within their area, the municipality together with other relevant agencies will locate these facilities in a manner that seeks to promote social cohesion and spatial integration in accordance with the spatial development framework.

The Municipality has identified and prioritised the upgrading of Sabuyaze Sport field to serve as Fan Park during the 2010 FIFA World Cup. The sport-field is used for sports such as soccer and ceremonial Zulu dances and other cultural and sport activities. It can be recorded that minimal progress has been made; the Department of Sport and Recreation has thus far funded the construction of second phase of Mathafeni sport field (Ward 5).

Maphumulo municipality has a lot of community facilities i.e. traditional centres, community halls, and crèches, some of which are unfortunately incomplete, under-utilised and are missing a sense of ownership by the community. The municipality has and continues to engage beneficiaries regarding their duty to use these facilities responsibly for them to be sustainable. The municipality is beefing up its monitoring capacity to address the circumstances that result in some projects remaining incomplete.

## Public Safety

The existing police station is Maphumulo SAPS situated in Maphumulo town. This police station has large areas to service and access to remote areas is arduous. Remote rural and traditional areas of the eleven Traditional Authorities are particularly difficult to service in this regard. The SAPS has indicated that they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing efforts in the area to build security. In line with the Domestic Violence Act 1998, and in collaboration with the SAPS and Department of Health, the municipality has established a Domestic Violence Forum. The main purpose of the Forum is to ensure that the relevant organs of state give full effect to the provisions of the Act and to convey that the state is committed to the elimination of domestic violence.

The R74 Road is one of the busiest routes in Maphumulo and there are number of schools located along this road which resulted to a number of school children crossing that is taking place on this route. It has also noticeable that most of infrastructure such as road signs, directions and guard rails along this road are in dilapidated state. This has resulted to a number of accidents or even fatal particularly school children on this Road. The community has identified the school crossing and safety educational programme as one of the programmes that can reduce fatality and promote safe on R74 Road.

## Disaster Management

Ilembe District Municipality is responsible for Disaster Management within the area, although the Maphumulo Municipality has developed a draft local plan in alignment with District strategies.

The Ilembe Disaster Management Plan has been under implementation for the previous four years and has four pillars, namely:

- Disaster Management Framework and Implementation Strategy
- Municipal Disaster Management Centre
- Disaster Management Forums
- A Memorandum of Understanding amongst stakeholders regarding roles and responsibilities in planning and implementation
- Capacity building for local municipalities in particular

In line with the iLembe Disaster Management Plan, Maphumulo has prepared in 2007 a local Disaster Management Plan which is attached hereto as **Annexure J2**.

## Cemeteries

The Maphumulo Municipality does not have a formal cemetery within its area of jurisdiction. Burials in the rural areas occur mainly through traditional methods and no formal cemetery system is available. The community of Maphumulo has identified the need for cemetery especially in



Maphumulo town. Ilembe District Municipality is responsible for the Cemeteries and Crematoria function, and had commissioned a study for the area which raised possibilities of establishing at least one regional cemetery in each of the Local Municipalities. The study also recommended for an investigation for the merit in establishing smaller individual sites close to areas with high population densities, rather than one large regional site per Local Municipality.

A cemeteries plan is currently being developed on the basis of the study and other inputs, the primary aim of which is to identify and prioritise cemetery sites within Ndwedwe, Maphumulo and Mandeni Municipalities. Ilembe District Municipality for all the local municipalities to identify preferred sites for the establishment of cemeteries within their area, and Maphumulo Municipality has in response prioritised undertaking a feasibility study towards the identification of a suitable site for a cemetery during the 2010/11 financial year.

## B9. Housing Realities

South Africa has a large housing backlog. To resolve this problem the National Department of housing came up with the concept of sustainable human settlement that guides the provision of houses. To date the municipality, in collaboration with the Department of Housing, has approved six housing projects consisting of 4 840 units. Three of these projects (Amangcolosi, Mambedu, and Nodunga) are currently in the construction phase and are due for completion.

The other three housing projects (Zubane, Hlongwa, Cele) are still at a planning stage, with the Mkhonto project currently blocked until the appointment of a new service provider. A challenge still remains in ensuring that these and other future housing projects are located within the activity nodes and corridors as identified within the Spatial Development Framework. The aim is to direct all government and private sector investments in one area. The community of Maphumulo has emphasized the need for the municipality to provide the rental houses for the middle income residents. In response to the community's needs the municipality will explore the possibilities of providing such houses in the town of Maphumulo.

One of the challenges with regard to housing construction within the area is the difficulty in balancing provision to address the housing need and obligation to develop local small businesses through projects. The municipality has experienced challenges in getting quality and efficient from some of the contractors that have been roped into undertake some of the project work to promote local economic development and build skills. This also emphasises the need for government to invest in training for local contractors to participate in housing projects and be able to improve their CIDB ratings.

## B10. Institutional Realities

### Powers and Functions

Maphumulo Municipality is according to the Municipal Structures Act No. 117 of 1998, classified as a category B Municipality, and the following sub-section provides an overview of its powers and functions.

Powers and Functions	Function currently with Maphumulo Municipality	
	Yes	No
Building regulations		•
Child care facilities	•	
Fire-fighting		•
Local tourism	•	
Storm water		•
Trading regulation		•
Billboard and display advertisement	•	
Cemeteries, funeral parlours and crematoria		•
Cleaning	•	


Control of public nuisance		•
Licensing and control of undertakings that sell liquor to the public		•
Facilities for the accommodation, care and burial of animals		•
Fencing and fences		•
Licensing of dogs		•
Licensing and control of undertakings that sell food to the public		•
Local amenities	•	
Local sport amenities	•	
Markets	•	
Municipal abattoirs		•
Municipal roads	•	
Noise pollution		•
Pounds		•
<b>Public places</b>	•	





**Table 2:** Maphumulo Municipality's Powers and Functions

For the purpose of cleaning the town, the municipality has formed a Public-Private Partnership (PPP) with an external agency that is contracted to clean the town on a month-to-month contract basis.

## Political Context

At an institutional level, Maphumulo Municipality has 21 councillors, 11 of whom are ward councillors and 10 are proportionally elected councillors. Maphumulo municipality uses the collective executive mayoral system which means the executive committee is collectively responsible for decision making. The municipality makes use of portfolio committees that correspond to municipal powers and functions to expedite decision making. These committees were established in line with Section 80 of the Municipal Structures Act i.e. committees that are appointed by the Executive Committee. Their core function is to deliberate on specific matters and then make recommendations to the Executive Committee and the full Council, for the latter to take decisions. The table below provides the names of the chairpersons as well as an overview of their functions.

Portfolio Committee	Key Areas of Focus	Chairperson
Planning and Finance	<ul style="list-style-type: none"> <li>• Integrated Development Plan</li> <li>• Spatial Planning/Land use management</li> <li>• Geographic Information System</li> <li>• Environmental Management</li> <li>• Services delivery and budget implementation</li> <li>• Planning related policies</li> <li>• Budget monitoring</li> <li>• Financial policies and regulations, grants, tax, levies, income, debtor management, budget, logistics, payroll, insurances, loans and investments, cash flow, assets management, fleet management, public relations</li> </ul>	<p>Honorable Mayor: Cllr. Ngidi</p> 

Speaker/Ex Officio	<ul style="list-style-type: none"> <li>Attends all committees monitoring and ensuring that all procedures are adhered to.</li> </ul>	<p>Cllr K P Ninela</p> 
Infrastructure and Services Development	<ul style="list-style-type: none"> <li>Water, Sanitation, Electricity, solid waste, nature conservations, communication infrastructure, business planning, project management, sourcing management, regulatory and monitoring, implementing agent, housing infrastructure, cemeteries, swimming pools Health services, child care facilities, cemeteries, funeral parlours and crematoria, fresh produce markets and municipal abattoirs</li> </ul>	<p>Cllr NS Ndlovu</p> 
Corporate Governance and Transformation	<ul style="list-style-type: none"> <li>Administration, secretariat, legal, Council support, policies and procedures, facilities management communications, communications, capacity building, human resources, safety and security, marketing, intergovernmental relations, information and communication, ward committees, performance management</li> </ul>	<p>Cllr ZF Khuzwayo</p> 
Community Services, Economic and Social Development	<ul style="list-style-type: none"> <li>Environmental and waste management</li> <li>Local Economic Development</li> <li>Agricultural Development</li> <li>Health, protection services, emergency services, civil defence, passenger transport</li> <li>Tourism Development</li> <li>Youth Development</li> <li>Gender, sport and culture, municipal roads, sourcing management,</li> <li>Security services</li> <li>Disaster management</li> </ul>	<p>Cllr B. Ngubane</p> 

**Table 3:** Maphumulo Portfolio Committees

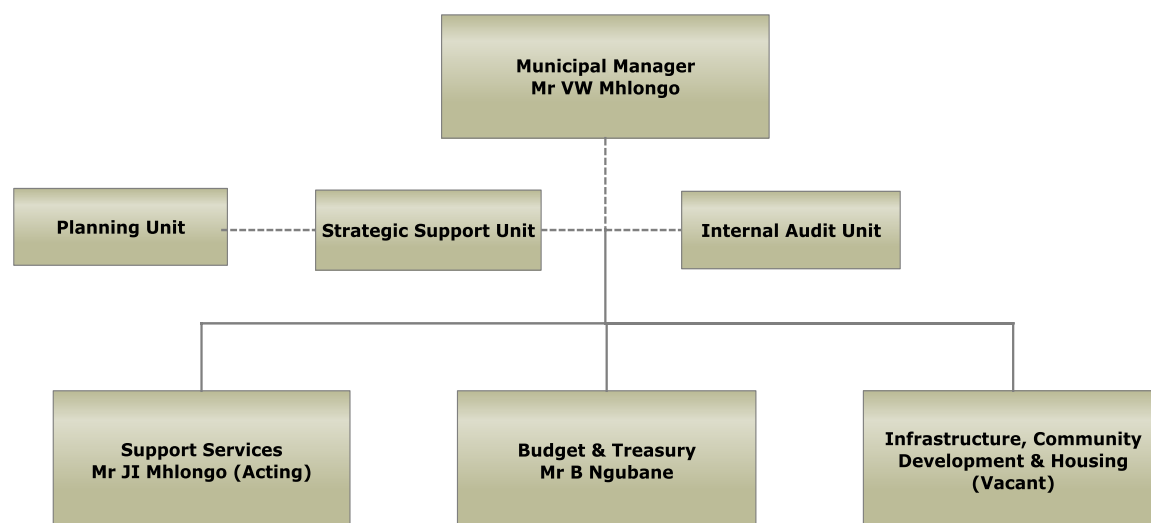
## Organizational Structure

The reviewed Maphumulo Municipality organizational structure provides for three directorates which are accountable to Municipal Manager, namely:

- Support Services

- Budget and Treasury
- Infrastructure, Community Development and Housing

The following diagram represents the municipality's current organisational structure at senior management level.



**Figure 3:** Maphumulo Organisational Structure

The three directorates are each under the leadership of senior managers who are appointed in terms of Section 57 of the Municipal Systems Act and are made of a number of business units in line with the municipality's powers and functions and the IDP. Of the three directorates, one senior manager position is filled in an acting capacity, one is filled permanently and the other one is vacant. The existence of a vacancy at this level of management poses serious challenges for the municipality as it affects the speed with which certain strategic decisions can be taken and implemented. Under the current set-up, the existing business units which are led by managers are the Housing, Community Services, Technical Services and Finance with the Planning, Strategic Support and Internal Audit Units falling within the Office of the Municipal Manager.

The municipality has made considerable strides in filling identified positions within the various business units in line with the municipal organogram. About 88% of the posts identified in the organogram have been filled and more will be filled in the current financial year. The District-level Development Planning Shared Services initiative by the Department of Local Government and Traditional Affairs is also envisaged to streamline development planning services across municipalities and benefit the Maphumulo Municipality and all other participating municipalities. The municipality is currently investigating the most effective mechanism of integrating this initiative into its current operations.

In addition to the challenge of vacancies, the municipality has had difficulties in attracting and retaining highly skilled individuals into its structure, mainly because of its rural nature and the inability to compete with more established urban municipalities and private businesses for skilled personnel. Furthermore, as indicated in the previous IDP reviews, the municipality still has to contend with establishment challenges in the sense that it does not yet have enough office space as it is operating from Sakhuxolo Skills Centre. The construction of new offices is currently underway in the Maphumulo town and has unfortunately been delayed, but indications are that the project might be complete in the first quarter of the 2010/11 financial year. This will not only provide the municipality with enough operating space, but it will also free up space for the Sakhuxolo Skills Centre to be utilised for its original purpose particularly in view of the existing skills shortages as already indicated. The availability of office space will furthermore facilitate the establishment of new and critical business units within the municipality's structure to enhance service delivery capacity (including the proposed motor licensing, traffic and community safety functions). It is also envisaged that the review of the municipal structure which is currently underway will culminate in its re-orientation which might see it growing to maintain relevance to needs and to ensure alignment to the core mandate of the municipality.

## Ward Committee Systems

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Maphumulo Council set up ward committees in each of the eleven wards. The ward committee have since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. The municipality has a dedicated Committee Officer that deal with matters relating to ward committees on behalf of the Office of the Speaker. A number of training opportunities have also been made available for ward committee members to augment their capacity.

Even though they are functioning effectively there is a need to improve the ward committees' understanding of IDPs and municipal systems and policies. The sparse nature of the Maphumulo area has also in most instances precluded the maximum functionality of the committees as most of them cannot afford to travel long distances. The municipality however makes efforts to re-imburse them for travelling costs whenever they have to attend to council business in line with provisions of the structures Act and council resolution.

## Traditional Leadership Structures

The Traditional Leadership institution has been and continues to be at the centre of social development within the Maphumulo Municipality, particularly as the rest of the country experiences challenges resulting lack of social cohesion and the crumbling of family units. Amakhosi work and live with people within their communities and are well-positioned to advise and guide the municipality using local/historical knowledge. The area is also fortunate to have 11 Traditional Authorities which correspond with each of the 11 municipal wards. This has facilitated good working relationships and communication between Amakhosi and councillors in all matters concerning the development of the area, particularly around the allocation of Ingonyama Trust land as well as authorising development applications.

## Community Development Worker (CDW) Programme

Presently, Maphumulo has 8 Community Development Workers (CDW's). The table below indicates the number of Community Development Worker per Ward.

Ward Number	Number of Households	Community Development Workers
1	2481	1
2	1694	0
3	2028	1
4	1602	1
5	1132	0
6	1389	0
7	2085	1
8	1878	1
9	1099	1
10	1868	1
11	3885	1
<b>Total</b>	<b>21141</b>	<b>8</b>

**Table 4:** Community Development Workers per ward

The availability of CDWs greatly complements municipal activities, especially communication between the municipality and its citizens around broader development issues including the IDP. As



a number of wards that are not represented by CDW have been increased it really poses a challenge to both the municipality and the Department of Local Government. An intervention is required in appointing two additional CDWs to cater for three outstanding wards.

## Communication and Public Participation Strategy

The Municipal Systems Act provides for municipalities to establish structured mechanisms for public participation to ensure participation of community members in all Municipal programmes. The Act stipulates that the Municipality must develop and adopt a Community Communication Strategy Plan. The strategy serves as the guiding tool on how the community is engaged to give their inputs and suggestions on services, projects and programmes offered by the Municipality. In line with the Municipal Systems Act Maphumulo Municipality developed a Community Communication Strategy (Attached as **Appendix K9**) mapping the ways of engaging community members in all Municipal activities. The Strategy also indicates the tools that are employed when engaging communities and these include, radio slots, press, publications, flyers, notices, izimbizo etc. Also identified are the institutions that have been put in place to ensure that the objectives of engaging communities are achieved.

These structures include Ward Committees that have been established as per the directives of the Municipal Structures Act, IDP Stakeholders Forum, Housing Forum, Amakhosi, Community Development Workers, NGOs and NPOs, IDP Steering Committee, Youth Formations. In order to strengthen public participation and ensure compliance with the legal framework for public participation the Department of Local Government and Traditional Affairs has rendered financial support aimed at engaging a dedicated human resource to deal solely with overall public participation as it emanates from various municipal legislation i.e. Municipal Finance Management Act (2003), the Municipal Property Rates Act (2004), the Municipal Systems Act (2000), the Municipal Structures Act (1998) and the Constitution of the Republic of South Africa. The municipality is currently reviewing the strategy to ensure that it remains responsive to needs on the ground.

The key priority issues that need to be taken forward in the IDP Process are:

- More capacity building and training programmes for councillors and ward committee members required
- Both the Municipality and Department of Local Government need to devise innovative ways of addressing the current situation in those wards that are not represented.

## Skills Development and Capacity Building

The Skills Development Act requires that all employers, including municipalities, must develop a Work Place Skills Plan (WSP). The WSP is a one year workplace plan (reviewed annually) that is developed indicating the skills gaps, analysis and attributes identified in a particular year. This is also in line with Objective 2 of the National Skills Development Strategy, which advocates for "Promoting and accelerating quality training for all in the workplace". The WSP outlines the training and capacity building programmes to address the gaps and build capacity. The programme consists of a skills programme which is occupational based and the learnerships which are made up of structured learning component. Every year the Maphumulo Municipality develops a WSP indicating the skills gaps, training and capacity building programmes. This is to ensure that staff members are get involved in both skills and learnership programmes to build their capacity and enable them to respond to the needs of the community with confidence. Over and above this, the municipality has over the years encouraged staff members to advance their knowledge through financial assistance for enrolment in relevant academic courses within the available means.

## Implementation of Employment Equity Plan

The Employment Equity Act prescribes that every designated employer must formulate an Employment Equity Plan. This calls for the Municipality to develop a Council Policy defining its employment equity practices. The purpose of the Employment Equity Plan is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination. Also to implement affirmative action measures to redress the

disadvantages in employment experienced by the designated groups in order to ensure their equitable representation in all occupational categories and levels in the workplace.

Maphumulo Municipality formulated its Employment Equity Plan which is a five year plan that guides the Municipality in its employment practices. The current plan indicates that of the overall staff component 75% are males, 30% are females, and of the total work force people with disabilities account for 4%. Although this is not an ideal situation for the Municipality, progress is being made through employment practices that do not compromise competency to engage previously disadvantaged groups.

## **Performance Management System (PMS)**

In line with Section 38 of Municipal Systems Act the Municipality has developed a Performance management System that is line with its objectives and priorities as are contained in the IDP. One of the objectives of the PMS is to promote the culture of outstanding performance within the organization, its structures and individual staff members and councillors. The Municipality finalised its organisational performance management system during the previous 2007/08 financial year. It incorporates the national key performance indicators as prescribed by the Minister of Provincial and Local Government. The organizational performance and individual performance will be monitored and reviewed quarterly and the consolidated report be presented annually. Due to internal capacity challenges the municipality could not implement the system in its full form during 2008/09, and plans are afoot for the refinement and implementation of the system in 2009/10. The matter is also being addressed as part of the Internal Audit Unit and the Internal Audit functions that were established during the previous financial year. It is envisaged that from 2009/10 onwards, the PMS will be used to inform both the subsequent IDP reviews and the annual performance reports to be developed.

## **Supply Chain Management**

In compliance with the Municipal Finance Management Act the municipality has its Supply Chain Management Unit in place. The municipality has a Supply Chain Management Practitioner to ensure that the unit meets the government and local targets, such as preferential procurement and to ensure that the cost-effective procurement arrangements are in place.

## **By-laws and Policies**

The Municipality has in place Human Resources, Administrative and Financial policies as well as operation and procedure manuals. Most of these policies have been adopted and approved by the Council and are in force. Should the need arise, new policies and procedure manuals are developed. The Council has developed a set of by-laws in line with the proclamation of standard by-laws by the provincial MEC for Local Government.

## B11. Financial Realities

The Maphumulo Municipality is completely dependent on grant and is primarily funded by the National Government's Equitable Share Allocation and conditional grants funded by the Provincial Government. According to the Division of Revenue Act 2008, the equitable share allocation for Maphumulo over the Medium Term Expenditure (MTEF) period is 19 876 for 2008/09, 24 633 in 2009/10, and 30 382 for 2010/11, with the outer years subject to change. Income obtained from other sources such as rent is very minimal and needs to be sufficiently supplemented to ensure survival of the municipality.

### Indigent Support

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy, and the municipality is in the process of registering indigent households. Once the process has been completed the municipality will then be in a position to compile an indigent register. Lessons already learnt with indigent registration point out to the fact that the municipality has to set its policy framework and communicate it to residents to enable them to play their role in the process, which is to come to the fore and register on the indigent register. The municipality has devised innovative means of identifying indigent households using ward committee structures, but it has proven difficult to reach each and every household. A challenge also remains in terms of balancing the budget that national government provides to the municipality to cater for the poor sections of the society as part of the equitable share and the number of the people that are defined as indigent locally as there is no universal threshold for the indigent.

The following financial characteristics, issues and challenges impact on the future development of the municipality and still require attention:

- A need to develop a financial strategy that will assist in enhancing a revenue base and to ensure financial viability of the Council.
- Expediting the formalization of the Maphumulo Town create a rates base for the municipality and attract investment to stimulate economic growth and development.
- The municipality has to comply with the legislation and regulations requiring budget reform, the implementation of GAMAP, sound financial management and financial reporting.

### Annual Financial Statements

The 2008/2009 Annual Financial Statements were submitted to the Auditor General and was thereafter subject to the normal annual audit. The audited Statement of Financial Performance and Statement of Financial Position at 30 June 2009 are noted hereunder for information.

**Table 1: STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2009**

*[To Follow in Final Submission]*

**Table 2: STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2009**

*[To Follow in Final Submission]*

## Draft Budget – 2010/2011

The budget process plan for the current year was approved by Council during August 2009. As the approved Operational Budget is to be based on a realistic income level, the financial viability of the Municipality is debated at length when obtaining Council's approval of the annual budget guidelines. The Draft Budget document is attached as **Appendix K7**.

## Financial Strategies

The municipality is aware of the need to finalize strategies to improve, or at least maintain, the financial performance of the municipality.

The strategies to be considered include:

- Revenue Generating Strategies
- Asset Management
- Capital and Operational Financial Policies
- Cost effectiveness strategies
- Anti-corruption Strategies

## Potential Risks

The key factors which constitute risks to the financial position of the Municipality are:

- Restructuring – with specific reference to Institutional arrangements and the finalisation of the Macro and Micro structures. The service delivery is being compromised.
- The costs of implementing indigent support programmes.
- The possible loss of revenue due to the restructuring of the electricity industry.
- The current low payment rates for services rendered and limited means of credit control through disconnections in the West.
- The loss of revenue with regard to the non-installation of the water restrictors for the indigent where the indigent household is to be limited to 6Kl of water a month.
- The loss of revenue with regard to the non-installation of the water restrictors for purposes of debt collection and credit control.
- Lack of internal control relating to the water service provider uThukela Water (Pty) Ltd.
- Lack of internal control due to not having a fully capacitated Internal Audit office.
- Decline in cash and investments and possible cash flow problems due to the non-conversion of debtor's arrears into cash.
- Council's lack of ability to spend grants in terms of business plans and MIG timeframes.
- Lack of internal control due to lack of budget control.
- The agreement between the Council and the debt collection contractor ends during the 2007-2008 financial year and should Council not have a plan to continue with debt collection immediately thereafter, Council will face cash flow problems.

## **B12. Broad Based Community Needs**

The Development Prioritisation process commenced with workshops with both the Maphumulo IDP Steering Committee as well as all the ward structures within the entire municipality in early February 2010. During these workshops the known technical backlogs for various development sectors (based on StatsSA and WSDP statistical information) was presented to the attendees to create a better understanding of the developmental differences between various wards and the concept that the developmental needs are not spread evenly across the municipal landscaped.

The participants were also asked to highlight the most critical development priorities within their respective wards. In doing so, the municipality added tremendous value to the IDP by basing it on the broad community needs as expressed by themselves within their respective wards.

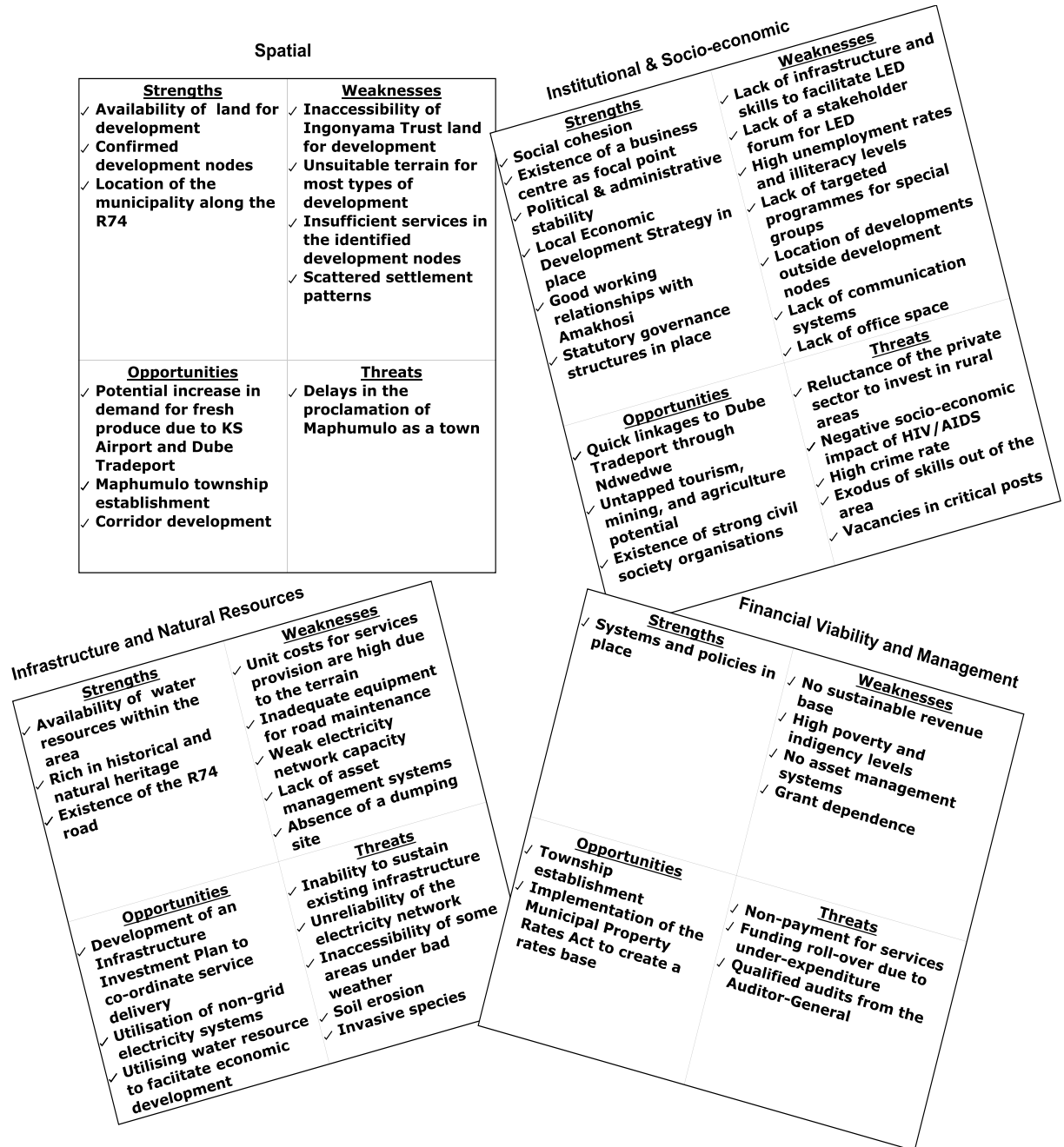
From the various development sectors prioritized by the various wards, Roads and Stormwater was ranked as high priority (requiring urgent intervention) by most wards within the municipality. Although Education and Skills development and Primary Health Care are not direct functions of the municipality, it is important to highlight within the IDP to other departments that most of the rural wards also considered this as a high priority. Furthermore the high priority placed on Local Economic Development highlights the need for poverty relief and economic investment within the area. From an infrastructural services point of view, the provision of Housing as well as Water and Sanitation also seems to be priority intervention areas for the community.

The summary outcomes of the said ward based community workshops as well as the attendance registers of these meetings are attached hereto as **Annexure J6**.

### B13. IDP SWOT Analysis

This section aims at providing a synopsis of the development issues arising from the analysis of Maphumulo in the form of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. A SWOT analysis of the municipality's spatial configuration, social and economic, physical infrastructure, financial, institutional and environment aspects is undertaken to serve as a lens through which the municipality's state of development can be viewed at a glance. The SWOT analysis formed the basis of the 2008/09 IDP review, and has been slightly refined to ensure continued relevance during the 2009/10 IDP review. The figure below summarises the results of the SWOT analysis undertaken.

Figure 6: SWOT Analysis



## SECTION C: THE IDP DEVELOPMENT STRATEGIES

### C1. Position Statement

#### 2.11 KEY MUNICIPAL PRIORITIES

On the basis of the situational analysis conducted during the review, and to address the development constraints listed earlier in the plan, the municipality has identified the following as priorities for the 2009/10 financial year:

- Water and sanitation provision
- Road construction, upgrade and maintenance
- Electricity supply
- Eradicating housing backlogs
- Institutional systems development
- Maphumulo Town formalisation and Development
- Local Economic Development to create jobs and alleviate poverty
- Completion and equipment of municipal offices
- Capacity building for municipal staff and the filling of critical vacant posts
- Partnering with all stakeholders to curb the spread of HIV/AIDS
- Addressing the development needs of special groups (youth, women, disabled, and the elderly)
- Ensuring access to training and skills development opportunities for the local community
- Provision of social facilities and services
- Strengthening public participation in municipal affairs
- Spatial development and environmental management

The key challenge for the municipality with regard to the situational analysis has been the availability of reliable and up-to-date data to inform planning. Most of the data on the status quo is still based on the 2001 Census which impacts on the municipality's ability to reflect on the service delivery achievements already made and in planning for the future.

### C2. Maphumulo's Development Vision

#### Municipal Vision

The municipal vision that was adopted by the municipality as part of its 2007-2011 IDP has not been changed during the 2009/10 review as it still captures the municipality's values and remains relevant to its priorities and aspirations. The municipality's "Vision 2015" is,

**"To improve the quality of life of all residents in Maphumulo through the provision of appropriate and adequate infrastructure, social empowerment and promoting local economic development, creating an investment-friendly environment in an environmentally sustainable manner"**

### C3. Maphumulo's Development Mission

Maphumulo Municipality aims to work towards achieving its long-term vision by:

- Creating an enabling environment for economic development
- Empowering municipal staff and social stakeholders
- Ensuring the participation of marginalized community especially women, youth, disabled and HIV/Aids infected and affected
- Ensuring a clean and safe environment



#### **C4. Maphumulo's Values & Principles**

The municipality will continue to be driven by and observe the following service delivery principles of Batho Pele:

- Showing compassion and care to all municipal customers
- Treating all residents with equality, integrity and respect the deserve
- Attending and responding to all queries efficiently
- Conducting the municipal business processes in an ethical and professional manner

#### **C5. Maphumulo's Development Objectives**

Towards the achievement of its long-term vision, and as informed by the priority issues confirmed through the situational analysis, the municipality has crafted a set of broad development objectives to create a sense of focus around key priority issues. These development objectives are aimed at bridging the gap between the current priorities or challenges and the municipality's long-term vision by offering a high-level of what needs to be achieved in the short to medium term. The following are the broad development objectives that the municipality has set:

1. To improve the organisational development capacity of the municipality to render effective service delivery
2. To enhance revenue and to ensure financial viability and sustainability for Maphumulo Municipality
3. To reduce infrastructure and services backlog and to establish a high quality environment with the associated physical infrastructure
4. To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as amenities such as education, community halls and basic recreational facilities
5. To utilize the municipal area' agricultural potential to the maximum
6. To focus development on tourism and mining as untapped economic sectors that can contribute to economic growth of the municipality
7. To promote local economic development and growth in Maphumulo through the identification and facilitation of economic opportunities
8. To improve the quality of life of the community through providing them with community facilities and housing and contain the HIV/Aids epidemic in the area
9. To ensure that residents live within a safe environment
10. To improve the quality of the natural environment and promote co-ordinated and orderly spatial development
11. To deepen democracy and strengthen democratic institutions

The objectives outlined above formed the basis for the design of development strategies that would give effect to the municipal vision and seek to outline mechanisms through which the priority issues can be addressed. The strategies inform the identification of projects to be implemented in the medium term, details of which are dealt with later within the document. The table on the next page provides details of the development strategies designed, links them to development objectives and priority issues and puts them within the context of a broad strategic framework. The primary aim of the strategic framework is to ensure that each strategy and development objective within the IDP is aligned to and seeks to address a particular IDP priority.

## **Priority Issues**

The Maphumulo Municipality Priority Issues aligned to the National Key Performance Areas for local government were summarized as follows :

### **Socio- Economic and Financial Viability**

- 54% Unemployment rate, but this could be higher considering the closure of factories over the past 4 years. This requires interventions to stimulate the local economy, and to retain existing business in Maphumulo
- Decline in the Manufacturing sector (Specifically clothing & textile – attributed to global issues) – this re-affirms the increase in the unemployment rate
- Second Highest HIV prevalence rate in the Province as a District
- Population dominated by youthful population (49%) – indicating interventions with regard to tertiary facilities, job creation, recreation, etc.
- Large portion of the employed population hold “elementary occupations” – thus the need for skills development
- 56% of households earn less than R800/month – thus a high number of households could be considered Indigent and the increased need to subsidize basic services
- 18 500 (35%) Registered households (Customer base of 55 000)
- High Outstanding Debtors impacts on infrastructure development, capital works and an increase in tariffs
- The need to ensure coordinated, and targeted development between the different spheres of government

### **Current IDP Priorities**

This statistical analysis only formed one component of the Development Prioritisation process and the information was workshoped with the Ward zones to “ground truth” the findings. Although a qualitative workshop based on the rural nature of the various wards a summary of key priorities mentioned by participants in order of perceived priority, include:

- 1. Roads, Stormwater and Public Transport**
- 2. Education / Skills Development**
- 3. Local Economic Development**
- 4. Primary Health Care (Incl HIV/AIDS)**
- 5. Housing and Land**
- 6. Water and Sanitation**
- 7. Safety & Security**
- 8. Sport and Recreation**
- 9. Electricity**
- 10. Refuse Removal and Waste Management**
- 11. Environmental Quality**

## SECTION D: THE SPATIAL DEVELOPMENT FRAMEWORK

### D1. Spatial Development Vision

The Maphumulo Development Vision was illustrated within previous sections of this report. As the central future concept for development within the municipality, this vision needs to be translated spatially in order to ensure the development of land as well as the future management of all resources all work towards the achievement of this vision and does not contradict it.

### D2. IDP Priorities that have spatial impact

The following IDP Priorities which have the spatial impact were identified, clustered and ranked against the National Key Performance Areas:

NATIONAL KPA	IDP PRIORITY
1. INFRASTRUCTURE	Water and Sanitation Road and Stormwater Housing and Land Electricity Spatial Restructuring/Integration
2. SOCIO-ECONOMIC	Local Economic Development Recreational Facilities
3. ENVIRONMENTAL QUALITY	Environmental Quality

### D3. Spatial Development Challenges and Objectives

#### Maintaining Continuous Green Space and Protecting Biodiversity

The present generation is challenged to engage with the natural resource base and meet its development needs in a manner that enables the future generations to meet their own development needs. This is often referred to as environmentally sustainable development. It acknowledges the need to protect the environmentally sensitive areas, optimal utilization of high potential agricultural land, creation of an integrated open space system and enhancement of the aesthetic quality of the environment.

River systems as functional systems: Ideally, a buffer line would follow the 1:50 year floor line, but in view of the lack of such information an indicative line has been used. Rivers provide opportunities for tourism, irrigation and sports development. Uthukela and Umvoti Rivers are major rivers that run through the Municipal area. Ecological zones are environmentally sensitive areas, which are not necessarily protected or declared as such. These include wetlands, areas where there are endemic species, scenic areas, etc. Although high impact development should be discouraged in such areas, they provide opportunities for environmental conservation and tourism development.

#### Transport Corridors as Investment Routes

A public investment approach, which emphasizes static points, thus defining access in terms of radial service areas is inefficient. It multiplies the number of points, minimizes the impact of inputs and thus the investment required. In conditions of scattered settlement pattern, as is the case in Maphumulo, regional transport routes which link a number of areas should, instead, become the logical focus area of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes. It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes. Viewed in this way, the issue of regional and rural spatial organisation becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of reducing spatial marginalisation, increasing equitable access to all level of services and promoting investment. The location of facilities along major routes recognises the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

## **Enforcing Integration between Different Landscapes/Land Use Zones**

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in Maphumulo. This is necessary to obtain economies of agglomeration. At places, the continuity of the fabric should be systematically broken so as to ensure equitable access to green space and other opportunities. For this reason, extensive spaces such as arable or grazing land, should as a general rule, be located in suitable land including broken topography in the case of grazing land. Where such space intersects with the built up areas, the edges of the space should be carefully defined to maintain a sense of built continuity.

## **Acknowledging the Structure and Behaviour of the Existing Settlement**

Settlement in Maphumulo Municipality occurs in the form of low density and sometimes-sprawling settlements reflecting the culture and tradition of the local communities. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behaviour of settlements, it has given rise to a continuum of rural settlement ranging from low density remotely located agrarian communities to centrally located relatively high density settlements. Some settlements developed as a result of betterment schemes and land reform program. These have well defined structure and pattern. A detailed consideration of the settlement pattern reveals a high level of interdependence and connectivity between settlements, and suggests that they are functionally integrated. They are spread in space in the form of footprints (unsystematic but logical). Higher density settlements are located along the main transportation routes and are held together by a web of local access roads and public facilities located along these roads. At a regional level, they are knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation.

## **D4. Spatial Development Strategies**

Although the current spatial pattern is inefficient and expensive, one has to admit that it is a fixed spatial pattern. Therefore, the aim should not be to alter the existing spatial structure, but one should rather guide its future development towards a better, more efficient and more cost-effective settlement structure. In short, one should start addressing the weaknesses of the spatial structure through the planning and development of its future growth. Five strategies can be adopted to achieve this:

### **Strategy 1: Rural integration**

Spatially the municipality aims to move away from the fragmented and sprawling rural structure existing within the majority of the wards. Consolidating all the existing outlying settlements with each other around main access routes and service points should achieve this. This can be done by filling in the unpopulated areas between these settlements with the future growth of these settlements without compromising the subsistence land required for these rural settlements. By doing this, the settlements will join together and towards more sustainable nodal areas, forming consolidated rural areas and in turn making service provision more financially viable. Such an integrated rural structure will form the bases for providing cost-effective municipal services and public transportation infrastructure. It should however be noted that the position of the relatively sparse rural settlements will require long term commitment to this spatial ideal.

### **Strategy 2: Bulk infrastructure development**

Providing bulk infrastructure can be an important tool to achieve the above-mentioned spatial pattern and will, in turn, result in cost savings when developing the bulk infrastructure. All future bulk infrastructure should be developed within the rural nodal areas described above; because where bulk infrastructure is developed, clustered development will follow. In this manner, bulk services will force future development into a more rational and desirable spatial pattern. At the same time, the location, implementation and functioning on the bulk services network will be rationalised.

### **Strategy 3: Equitable access to social services**

As was mentioned, the majority of rural settlements located on the outskirts of the Municipal Area are located far from the social services provided in the Maphumulo Town area. This results in high public transportation costs for the poor living in these areas to access these services. It is imperative that a number of these social services be provided in these outlying settlements through the development of Service Delivery Centres. A hierarchy of such SDCs, containing facilities such as clinics and community centres, will place these facilities closer to these settlements, thus making them more accessible and achieving greater urban integration.

### **Strategy 4: Land use and transportation integration**

In South Africa, public transportation costs make up a large proportion of household incomes, a cost that is augmented by the sprawling nature of our cities. Land use development and public transportation are therefore interlinked and affect each other greatly. Within rural landscapes such as Maphumulo, development corridors create the optimal land use structure for the cost-effective operation of public transport systems. Public transportation works most effectively in a linear pattern, as opposed to winding its way through a widespread urban area. Such a linear land use pattern also benefits commuters, because it implies that residential settlements hug the corridor road replacing commuters within shorter walking distances of such public transportation termini.

### **Strategy 5: Protection of agriculture and open space**

A way to integrate rural areas is to deliberately protect high-potential agricultural areas and ecologically sensitive natural open spaces. By rigorously protecting such areas, residential areas are prohibited to sprawl freely and are therefore forced into denser settlement agglomerations. Therefore, such an approach not only protects agriculture and the environment, but also helps create a more rational, cost-effective and manageable settlement structure.

#### **Strategy 6: Sustainable Human Settlements Development**

### **D5. Service Development Nodes / Centres**

#### **Maphumulo Town**

Maphumulo Municipality has identified the development of Maphumulo Town as a primary node/service centre of the municipality. The town is seen as a principal service centre and administrative node which will stimulate economic regeneration within the municipality. Strategies for the development of this area should focus on the following:

- Finalization of a strategic planning and development framework indicating future land use pattern.
- Formalization of Maphumulo Town which entails formal proclamation of the area as a township or development area (DFA), opening of a township register and clarification of land tenure options.
- Identification and packaging of strategically located sites as a means to attract potential investors to invest in the development of Maphumulo as a regional centre. These sites should be packaged to cater for varying development needs and also ensure that it encourages investment. This can be achieved by means of creating development precincts which would cater for Institutional, Commercial, etc.
- Communication campaign to explain the implications of the formalization process to the existing rights holders.
- Introduction and application of the Land Use Scheme based on the Land Use Management System as adopted by the Municipality or the LUMS guidelines as developed by the Provincial Government.

#### **Secondary Nodes**

In view of the fact that Maphumulo Municipality is generally rural in nature, the secondary nodes are small, low-key and emerging centres located either at the intersection of major arterial routes or along these routes. They may include a few community services, low order commercial facilities and serve as meeting places. Strategies for dealing with these areas should include the following:

- Engaging the local stakeholders (Traditional Authorities, Community Based organizations, etc) in defining the size and geographic extent (boundaries) of these areas.
- Formulation of development frameworks for each node taking into account its character, existing land use/activities, development potential and latent opportunities.
- Introduction and application of the Land Use Scheme based on the Land Use Management System as adopted by the Municipality or the LUMS guidelines as developed by the Provincial Government.

#### **Tertiary Nodes**

Tertiary nodes are incipient in nature and serve as periodic service centres (pension pay-points, mobile clinics, etc), but may also include services such as a informal taxi rank, local convenient shops such as spaza shops, informal traders and a community hall. Strategies for the development of these areas should focus on the formulation of broad strategic guidelines for managing future allocation of land rights, resources and location of projects. It is also important to assess the status quo of service delivery in terms of sewerage, water and energy provision. This will assist in providing required services and/or infrastructure such on-site water provision, street lighting, sewerage disposal, tarred roads, street/pavement paving, etc.

Areas such as the KwaShushu hotspots, Itshe likaNtunjambili (the Kop) are identified as low key tourism areas within the Municipality. Small scale tourism development around these areas should be encouraged to add to the uniqueness and tourism attractiveness of the area. There is a demand for middle income housing and rental stock in the municipality and the area identified on this SDF which can possibly accommodate this kind of development is the Primary Node, Maphumulo Town and possibly Ntunjambili. Other areas identified for future housing within the municipal area are AmaNgcolosi, AmaMbedu, AmaBomvini, Nodunga and Hlongwa areas. In semi rural/rural Communities developments should be rural-based, of a small scale, labour orientated and related to the existing agricultural activities and the natural resource base. It is envisaged that subsistence agriculture and housing will be the primary land use in this zone, exceeding tourism in importance. Particular attention should be paid to the retention of the integrity of rural landscapes.

Low key commercial activities are to be promoted at Maphumulo Town area. These should include office development and mixed use development. Light industrial activities are to be promoted at the Ntunjambili Node due to accessibility to transport routes which are not as busy as other corridors and possibly have minimal environmental impacts. At all these potential designations, it is important that Local Area Development Plans be undertaken with the Maphumulo Town and Ntunjambili Nodes being priority. The Maphumulo Spatial Development Framework Map is attached hereto as **Annexure J1**.

## **D6. Development Corridors**

Development/movement corridors provide strong linkages between main settlements in the settlement hierarchy, as well as channelling movement within the municipality and the adjacent municipalities. They also provide strong structuring elements to guide future development and are one of the most significant structuring elements in the spatial framework. The spatial framework movement pattern has a hierarchy of corridors, namely, primary, secondary and tertiary. These corridors are classified in terms of their role in facilitating movement patterns and potential for encouraging development. The following classification has been used:

- Primary corridors, which are essentially the movement routes, that carries high volumes of traffic and link the main centres in Maphumulo with other centres within Ilembe District.
- Secondary corridors, which provides strategic linkages between major settlement webs and the nodes.
- Tertiary corridors, which are essentially main internal (within and between settlements) movement routes.

### **Primary Corridors**

The primary “north–south” corridor (P711) emanates from Ndwedwe (KZ293) at the south through to Maphumulo. The municipal area is linked via an existing “east-west” corridor (R 74) from Kranskop (KZ 245) through to Stanger (KZ292). A further primary corridor (P15) to be re-inforced links the Northern portion of the municipality to Kranskop and Madungela (KZ 286). Three regional transport routes have been identified as primary development corridors. Maphumulo (R74) serves as the main access route



to Maphumulo area and Ilembe District and links the municipal area with Stanger, Greytown and Ndwedwe which feature prominently in the District Spatial Development Framework. Settlements located along these corridors should be prioritized for upgrading in terms of service delivery, road infrastructure, housing and development of higher order public facilities. Particular attention should be paid to the nodes and other accessible areas. North-South corridor (P711) is a strategic link in the Ilembe District Municipality's SDF and is aligned to the corridor highlighted in the Ndwedwe SDF.

## Secondary Corridors

The secondary corridors are as follows: Linking Hhosi (D881) to R 74 through onto either Kranskop in the west or Stanger to the east; Linking wards 5, 6 and 11 (D1527) to the west of P711 to Maphumulo; Extending the linkage from P711 to Stanger via Khabane Linking the P711 and R74 via the settlement of Nhlanomfula (D1532). The route which link the settlements of Thafamasi, lead to the secondary corridor D881 and also the route which links the settlement of Oqaqeni and Otimati.

The secondary corridors facilitate movement and improve the level of access within the municipal area. They provide road linkages between different settlement webs and also provide access to the tourism centres. The following are identified as secondary corridors:

- Road to Khabane. This road provides access to main road to Ndwedwe and a number of settlements are located along this road.
- Link road from Hhosi to Mphise. This serves as the main internal link road between the northwestern and south-eastern settlements. It is also a tourist route to Itshe likaNtunjambili and kwaShushu hot springs.
- Link road from KwaMxhosa to Zubane.
- Link road from Nhlanomfula to main road to Stanger, similar character as Oqaqeni and Maqumbi.

## Tertiary Corridors

The tertiary routes are as follows: Roads included are D894, D1573, D1533 and D1534 Road D1630 linking secondary corridor to Primary Corridor (P711) Route linking the Primary Corridor (P711) to Umvoti (KZ245). Tertiary corridors are found mainly within the settlements and bind together different settlements. They serve mainly as internal circulation and access roads to a range of social facilities and economic development opportunities. These corridors are opportunity areas for the location of lower order facilities. The settlement hierarchy and development corridors provide a framework for the future provision of bulk infrastructure, services and facilities, and support for local economic development initiatives.

## D7. Environmental Corridors

**Green Corridors:** Maphumulo Municipality is unique in the sense that two of the KwaZulu-Natal Province major rivers (Uthukela River and Umvoti River) runs through the municipality in a west-easterly direction in line with the rolling hills and broken topography that is characteristic of the area. They both form an important component of the physical and natural structuring system and they represent breaks in development and land use. Many of the valleys contain significant areas of indigenous vegetation and In line with the recommendation contained in the Ilembe District Municipality Spatial Development Framework; they should be utilized, together with relevant tributaries as a natural green network structuring the landscape.

The width of this system varies considerable depending on the local topographic and environmental conditions. Appropriate management and maintenance systems should be established together with local communities and appropriate stakeholders. Where relevant a programme of rehabilitation should

be considered. This approach would also include appropriately protecting, managing and rehabilitating the natural environment of existing mountain and hill ranges as well as unique natural habitats identified. Where possible the various components should be integrated and linked into an overall natural system consisting of a variety of components.

The municipality should give priority to the following interventions:

- Programmes that are designed to protect and enhance the quality of the river systems should be promoted. This includes the Working for Water Programme, Removal of alien species and participation in the Catchment Management Programmes
- Formulation of an Environmental Management Plan and/or Strategic Environmental Assessment as a component of the IDP and a base document for the Land Use Management System.
- Initiating landcare program in association with the Department of Agriculture. The program will help address challenges such as soil erosion and donga rehabilitation.
- Identification and protection of indigenous forests and other environmentally sensitive areas.

## **D8. Protection of Agricultural Land**

Nearly half of Maphumulo Municipality comprises of land with a relatively high agricultural potential. However, most of this land has been lost to dispersed expansive rural settlements. This has limited the agricultural activities to subsistence and small scale sugar cane production. Given the strategic location of the area in relation to the Dube Trade Port and its identification in the PSEDS as an area falling within an agricultural and agri-processing corridor, it is important for the municipality in association with the relevant government departments and the affected communities to identify and assemble land for agricultural development purposes. Unlocking this potential may involve the relocation of homesteads in some instances. Potential for out grower schemes should also be explored in greater detail.

## **D9. Urban Edge**

Due to the overwhelming rural nature of municipality no urban edge has been identified as yet. The Maphumulo Town area is not a formalized town as yet and as soon as that process is concluded the outside figure of the town will form the first basis of an urban edge. Due to the scattered settlement pattern within the municipality a spatial principle of nodal development and clustering of services and infrastructure is believed to be a more effective manner to contain and concentrate development.

## **D10. Implementing the SDF**

The Spatial Development Framework for Maphumulo Municipality has the following critical aspects:

- Protection and enhancement of the natural environment within which all land use and development takes place.
- A system of corridors, which seeks to improve access and movement patterns.
- A system of settlement footprints as the basis for service delivery and development
- A system of nodes, which forms the basis for the agglomeration of certain activities
- Framework for economic development.

The following have been identified as specific areas in the municipality, which require targeted interventions to assist and guide development:

**Recreation and Tourism areas:** Recreation and tourism areas should be developed and promoted in order to support LED and tourism initiatives, as well as social development for residents of the municipality. Two of the key tourism opportunities identified is the development of the Kwa-Shushu Hotsprings and Itshe likaNtunjambili.

**Poverty Alleviation Areas:** These are peri-urban and rural areas in which there are low levels of economic activity and high levels of poverty. Key intervention in these areas include: Provision of access to municipal and social services Support for LED initiatives such as SMME's and small scale agriculture.

## SECTION E: SECTOR INVOLVEMENT

The Maphumulo Development Vision is supported by various objectives and strategies to guide decision-making and the allocation of funds. Delivering on the expectations created through this can, however, only materialise if all efforts are focused on the implementation of those projects that would best serve in attaining the objectives.

### E1. Department of Health

<b>DEPARTMENTAL VISION</b>	To provide the best, comprehensive, accessible, integrated, sustainable, cost-effective and equitable quality service to the people of the Ilembe District.
<b>MISSION</b>	To provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System, so as to increase the capacity of individuals to accept responsibility for their own health.
<b>STRATEGIC GOALS</b>	<p>The following departmental strategic goals will focus on improving the health system to permit cost-effective use of limited resources and assure that services are responsive to the needs of the poor.</p> <ul style="list-style-type: none"> <li>• Effective implementation of the comprehensive HIV/ Aids strategy;</li> <li>• Strengthen Primary Health Care and providing caring, responsive and quality health services at all levels;</li> <li>• Promote health, prevent and manage illnesses with emphasis on poverty, lifestyle trauma and violence;</li> <li>• Human resource management for public health; and _ Infrastructure investment in health technology, communication, management information systems and buildings.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Health as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

### E2. DEPARTMENT OF HOUSING

<b>DEPARTMENTAL VISION</b>	The vision of the KwaZulu-Natal Department of Housing is: <i>Innovative champions of change in the housing sector to improve the quality of life for all in KwaZulu-Natal.</i>
<b>MISSION</b>	The mission statement of the KwaZulu-Natal Department of Housing is to create an enabling environment for the development of sustainable human settlements in partnership with stakeholders to improve the quality of life for all in KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<ul style="list-style-type: none"> <li>• Eradication of slums in KZN by 2014;</li> <li>• Strengthening governance and service delivery;</li> <li>• Ensuring job creation through housing delivery;</li> <li>• Accelerating housing delivery in rural areas;</li> <li>• Accelerating the hostel redevelopment and upgrade programme;</li> <li>• Completion of all blocked projects by 2007;</li> <li>• Creating rental/ social housing opportunities;</li> <li>• Building the capacity of Housing stakeholders (especially municipalities);</li> <li>• Promotion of homeownership;</li> <li>• Provision of housing for vulnerable groups including those affected by HIV/ Aids;</li> <li>• Ensuring the provision of incremental housing; and</li> </ul>

	<ul style="list-style-type: none"> <li>• Implementation of Financial Services Market Programme.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Housing as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

### E3. DEPARTMENT OF EDUCATION

<b>DEPARTMENTAL VISION</b>	The vision of the Department of Education is: <i>A literate and skilled 21st century society that is able to benefit from participating in all democratic processes, and contribute to the development and growth of the people of KwaZulu- Natal.</i>
<b>MISSION</b>	To provide opportunities for all our people to access quality education this will improve their position in life and contribute to the advancement of a democratic culture in KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<p>Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century;</p> <ul style="list-style-type: none"> <li>• Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery;</li> <li>• Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for lifelong learning;</li> <li>• Develop the department's human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets;</li> <li>• Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions;</li> <li>• Eliminate fraud, corruption and mal-administration; and</li> <li>• Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Education as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

### E4. DEPARTMENT OF WORKS

<b>DEPARTMENTAL VISION</b>	The vision of the Department of Works is: <i>A thriving economy through infrastructure development and property management.</i>
<b>MISSION</b>	The mission of the department is to lead in infrastructure development and property management in KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<p>The department is committed to the provincial priorities and will strive, in the next three years, to achieve the following key strategic objectives:</p> <ul style="list-style-type: none"> <li>• To provide and facilitate the provision of accommodation and property management services to satisfy client needs;</li> <li>• To achieve optimal utilisation of fixed state assets through effective implementation of the Government-wide Immovable Asset Management System;</li> <li>• To improve integrated service delivery;</li> <li>• To create jobs through the Expanded Public Works Programme (EPWP);</li> <li>• To enhance the following envisaged benefits of departmental</li> </ul>

	<p>programmes for contributing to bridging the gap between the first and second economy and the anti-poverty campaign through:</p> <ul style="list-style-type: none"> <li>o skills development in the built environment;</li> <li>o employment creation;</li> <li>o creation of an enabling environment to attract women, youth and the disabled to the construction industry and property industry; and</li> <li>o development of new capacity in the construction industry through active support for emerging contractors and emerging consultants.</li> </ul> <ul style="list-style-type: none"> <li>• To implement the 'National Youth Service' (NYS) programme;</li> <li>• To ensure effective and efficient management of the department's financial resources; and</li> <li>• To have a competent, empowered and motivated workforce.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Works as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E5. DEPARTMENT OF LOCAL GOVERNMENT & TRADITIONAL AFFAIRS

<b>DEPARTMENTAL VISION</b>	People centred sustainable local governance which focuses on effective service delivery responsive to the needs of the communities
<b>MISSION</b>	The Department will promote people-centred, accountable and viable local governance that accelerates Service delivery and ensures sustainable communities.
<b>STRATEGIC GOALS</b>	<p>The strategic objectives of the department for 2010/11 are aligned to the strategic goals of the five-year local government agenda.</p> <p>The goal: <i>Mainstreaming hands-on support to local governance to improve governance, performance and accountability</i>, will be achieved through the following objectives:</p> <ul style="list-style-type: none"> <li>o Management of institutional development;</li> <li>o Facilitation of basic service delivery;</li> <li>o Promotion of local economic development;</li> <li>o Facilitation of good governance and public participation;</li> <li>o Oversight of municipal transformation and organisational development; and</li> <li>o Facilitation of financial viability and financial management.</li> </ul> <p>The goal: <i>Addressing the structure and governance arrangements of the state, in order to better strengthen, support and monitor local governance</i>, has as its objectives:</p> <ul style="list-style-type: none"> <li>o Monitoring of inter-governmental relations; and</li> <li>o Supporting and monitoring institutional empowerment.</li> </ul> <p>The objectives in respect of the goal: <i>Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures</i>, are as follows:</p> <ul style="list-style-type: none"> <li>o Review of the two tier system of local government; and</li> <li>o Facilitation of legislative amendments.</li> </ul> <p>The goal: <i>Client-oriented, economical, efficient and effective management of its resources</i>, will be achieved by the following objectives:</p>



	<ul style="list-style-type: none"> <li>o Provision of an effective and efficient service to the MEC; and</li> <li>o Provision of sound corporate services.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Local Government and Traditional Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E6. DEPARTMENT AGRICULTURE AND ENVIRONMENTAL AFFAIRS

<b>DEPARTMENTAL VISION</b>	A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.
<b>MISSION</b>	<p>The strategic objectives of the department are as follows:</p> <ul style="list-style-type: none"> <li>o Improved local, national and international trade access and competitiveness;</li> <li>o Provision of food security;</li> <li>o Farmer development and support;</li> <li>o Integrated sustainable natural environmental management; and</li> <li>o Integrated and transformed service delivery.</li> </ul>
<b>STRATEGIC GOALS</b>	<p>The department continues to focus on the sustainable growth of agricultural development initiatives, and the sustainable use, conservation and protection of environmental resources for sustainable livelihoods, through the following core functions:</p> <p><b>Agricultural Development Services</b></p> <ul style="list-style-type: none"> <li>o To promote a transformed and viable agricultural industry through sustainable land use;</li> <li>o To provide extension, analytical and specialist advisory services to farmers and other stakeholders;</li> <li>o To provide and support the development of infrastructure for sustainable agriculture;</li> <li>o To undertake appropriate research and development to advance agriculture;</li> <li>o To develop agricultural programmes that support the empowerment of vulnerable groups;</li> <li>o To develop a master sector plan to provide support to municipalities; and</li> <li>o To develop systems for the effective administration of state land.</li> </ul> <p><b>Environmental Management</b></p> <ul style="list-style-type: none"> <li>o To ensure integrated sustainable environmental planning;</li> <li>o To mitigate the impact of and manage waste and pollutants;</li> <li>o To empower communities with regard to sustainable resource utilisation; and</li> <li>o To prevent and control the spread of invasive alien species in the province.</li> </ul> <p><b>Veterinary Services</b></p> <ul style="list-style-type: none"> <li>o To ensure prevention and control of animal diseases;</li> <li>o To enable international trade access for animal products;</li> <li>o To reduce the transfer of zoonotic diseases to humans;</li> <li>o To promote safe handling of products of animal origin; and</li> <li>o To provide primary animal health care for the improvement of herd health.</li> </ul> <p><b>Conservation</b></p> <ul style="list-style-type: none"> <li>o To ensure greater accountability of the public entity Ezemvelo KZN Wildlife (EKZNW) and ensure greater value for money in terms of achieving government (DAEA) objectives; and</li> <li>o To ensure that EKZNW complies with the following objectives: <ul style="list-style-type: none"> <li>o Integrated sustainable environmental management;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>o Integrated and dynamic service delivery;</li> <li>o Forming partnerships with communities to value biodiversity and share in the benefits; and</li> <li>o Maximising funding opportunities from commercial operations and other stakeholders.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Agriculture and Environmental Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E7. THE DEPARTMENT ARTS, CULTURE AND TOURISM

<b>DEPARTMENTAL VISION</b>	The vision of the department is: <i>A unified citizenry that embraces its cultural diversity and contributes to the social and economic upliftment of all the people of KwaZulu- Natal, through arts, culture and tourism.</i>
<b>MISSION</b>	The mission of the department is to create an environment conducive to the delivery of effective, efficient and sustainable world-class services in the arts, culture, library, archival and tourism fields for the people of KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<p>The following represent the department's strategic objectives:</p> <ul style="list-style-type: none"> <li>o To provide effective administrative and human resources support to all programmes;</li> <li>o To provide sound financial management;</li> <li>o To develop an effective public entity management framework;</li> <li>o To develop an effective stakeholder management strategy;</li> <li>o To promote respect for cultural diversity and the advancement of artistic disciplines into viable industries;</li> <li>o To promote multi-lingualism, redress past imbalances and develop the previously marginalised languages;</li> <li>o To provide library and information services which are free, equitable and accessible, provide for the information, reading and learning needs of people and promote a culture of reading, library usage and lifelong learning;</li> <li>o To render archival and records management services which will provide for the acquisition, preservation and documentation of public and non-public records of national/provincial significance, proper management of public records; and</li> <li>o To develop and transform the tourism sector and promote the province as a preferred destination.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Arts, Culture and Tourism as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E8. THE DEPARTMENT SOCIAL DEVELOPMENT

<b>DEPARTMENTAL VISION</b>	The vision of the Department of Social Development is to: <i>Enhance the quality of life through an integrated system of social development services.</i>
<b>MISSION</b>	The department is committed to the promotion of developmental social welfare services and community development to people of KZN in partnership with stakeholders.
<b>STRATEGIC GOALS</b>	<p>The strategic goals of the department are:</p> <ul style="list-style-type: none"> <li>o To provide an effective and efficient institutional leadership, management</li> </ul>

	<ul style="list-style-type: none"> <li>and support services to ensure optimal service delivery;</li> <li>o To provide transformed, accessible, equitable quality developmental social welfare services;</li> <li>o To create an enabling environment for the employment of the poor, vulnerable and previously marginalised groups, including youth, women and people with disabilities to achieve sustainable livelihood; and</li> <li>o To support and facilitate the implementation of the Population Policy, and monitor and evaluate progress in achieving policy objectives.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Social Development as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E9. DEPARTMENT ECONOMIC DEVELOPMENT

<b>DEPARTMENTAL VISION</b>	The vision of the Department of Economic Development is: <i>For KwaZulu-Natal, through the expertise and initiatives of the department, to be the leading province in economic development and to develop a globally competitive economy whose benefits are equitably shared by its citizens.</i>
<b>MISSION</b>	The department's mission is to formulate and implement effective economic development strategies that promote sustainable economic development and job creation within the Province of KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<p><b>(i) TO REDUCE POVERTY BY 50% BY 2014</b></p> <ul style="list-style-type: none"> <li>o Creating sustainable jobs</li> <li>o Skills development and capacity building for government and civil society</li> <li>o Facilitating access to asset base for the poor</li> <li>o Promotion of social enterprises (co-operatives, S21, trusts)</li> </ul> <p><b>(ii) GROW THE ECONOMY BY 8% BY 2014</b></p> <ul style="list-style-type: none"> <li>o Promotion of integrated Economic Development planning</li> <li>o Facilitate improved global competitiveness in industries</li> <li>o Promotion of new SMME's</li> <li>o Facilitate the improvement of infrastructure platform</li> <li>o Promotion of Foreign Direct Investment</li> <li>o Promotion and advancement of Black Economic Empowerment</li> </ul> <p><b>(iii) TO PROMOTE GOOD CORPORATE GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>o Promotion of compliance with government policies and law</li> <li>o Facilitate strategic stakeholder partnerships in the development of provincial economy</li> </ul> <p><b>(iv) TO AIM TO BE THE CENTRE OF EXCELLENCE</b></p> <ul style="list-style-type: none"> <li>• Becoming a learning organisation</li> <li>• Promoting a culture of good governance</li> <li>• Lead in R &amp; D &amp; Innovation</li> <li>• Becoming an information hub</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Economic Development as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E10. DEPARTMENT COMMUNITY SAFETY AND LIAISON

<b>DEPARTMENTAL</b>	<p>The department's vision is to see that:</p> <p><i>The people of KwaZulu-Natal live in a safe and secure environment.</i></p>
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<b>VISION</b>	
<b>MISSION</b>	The Mission of the Department is to be the lead agency in driving the integration of community safety initiatives, towards a crime free KZN.
<b>STRATEGIC GOALS</b>	<p>The strategic objectives set by the department are to:</p> <ul style="list-style-type: none"> <li>• Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required;</li> <li>• Assess the effectiveness of visible policing in the province;</li> <li>• Improve South African Police Service (SAPS) efficiency and effectiveness through independent service delivery evaluation and reward;</li> <li>• Improve public confidence and trust in the police;</li> <li>• Address service delivery complaints against the police to support the raising of service standards;</li> <li>• Oversee the establishment and functioning of Community Policing Forums (CPFs) at all police stations in the province;</li> <li>• Enhance the capacity of community police structures to improve co-operation between the police and the community;</li> <li>• Promote community dialogue and participation in support of crime prevention initiatives and activities;</li> <li>• Execute social crime prevention programmes at provincial and local level;</li> <li>• Research and develop social crime prevention responses to community safety priorities;</li> <li>• Consolidate the Community Safety Network structure;</li> <li>• Promote the establishment of a Victim Support Network;</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Community Safety and Liaison as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E11. DEPARTMENT SPORT & RECREATION

<b>DEPARTMENTAL VISION</b>	A winning province through sport and recreation.
<b>MISSION</b>	The department's mission is to maximise opportunities through the promotion and development of sustained Sport and Recreation programmes to improve the quality of life of the citizens of KwaZulu-Natal.
<b>STRATEGIC GOALS</b>	<p>The strategic goals of the department are as follows:</p> <ul style="list-style-type: none"> <li>• To promote, transform and develop sport and recreation to address the issues of nation building and quality of life;</li> <li>• To promote and contribute to economic growth and opportunities through sport and recreation;</li> <li>• To promote and contribute to good governance in sport and recreation; and</li> <li>• To provide an effective and efficient support service.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	The MTEF for the Department of Sport and Recreation as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

## E12. Department of Transport

<b>DEPARTMENTAL VISION</b>	<p>The KwaZulu-Natal Department of Transport's vision is: <i>Prosperity through mobility.</i></p> <p>This means that all activities of the department and the manner in which the department delivers services to communities should increase the wealth and quality of life of all citizens of the province.</p>
<b>MISSION</b>	<p>The mission of the department is to provide the public with an integrated and accessible road and public transport infrastructure, to promote road and public transport safety and ensure that, in delivering on its mandate, the department meets the developmental needs of this province.</p> <p>Furthermore, the department strives to promote transparent and accountable government, plan in accordance with the needs of its customers, and ensure effective, efficient and transparent delivery of services through appropriate involvement of the public, and through regular and accurate reporting.</p>
<b>STRATEGIC GOALS</b>	<p>The strategic community outcomes of the department are as follows:</p> <ul style="list-style-type: none"> <li>• An equitable, affordable, safe and well managed transportation system;</li> <li>• An equitable and economically empowered construction and transportation industry;</li> <li>• Improved quality of life;</li> <li>• Good governance; and</li> <li>• Community supported transportation service delivery.</li> </ul>
<b>DEPARTMENTAL MTEF</b>	<p>The MTEF for the Department of Transport as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.</p>

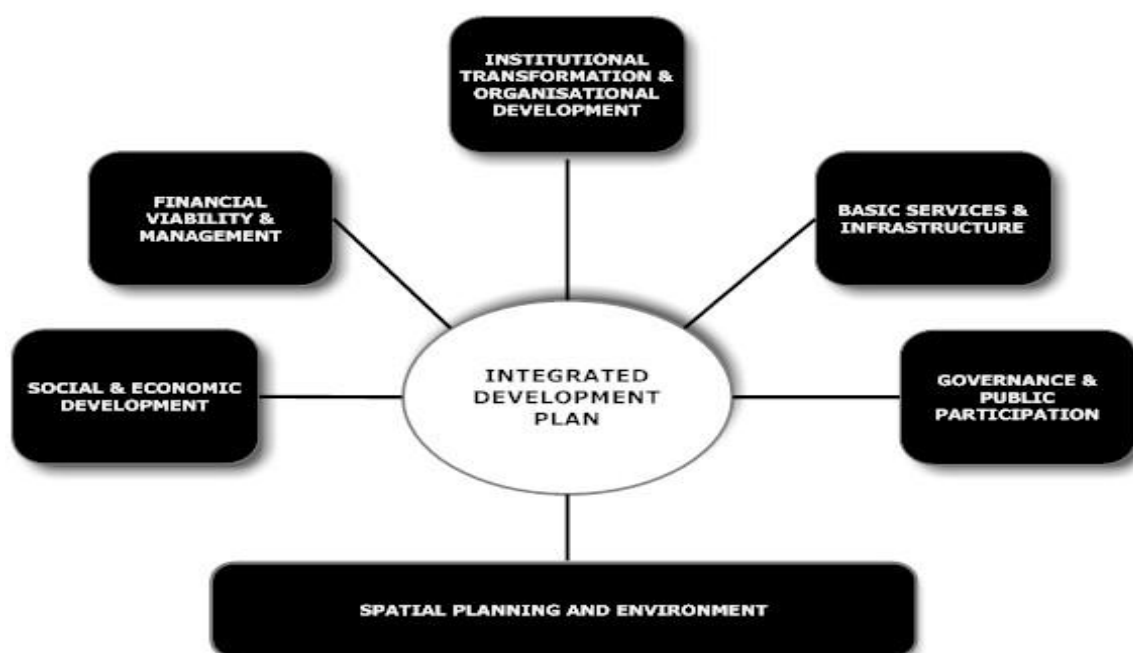
## SECTION F:IMPLEMENTATION PLAN

### F1. Approach to Implementation

The approach to the implementation of the IDP is informed by both the municipality's internal dynamics and the external environment including its rural nature. It is also premised on the following principles:

- Multi-year view of implementation planning and management
- Service delivery orientation and focus on key priorities
- Highlighting individual contributions to the achievement of broader IDP objectives
- Promoting integration and alignment
- Efficient allocation of resources
- Facilitating continuous learning and innovation
- Promoting of targeted and time-bound programmes
- Linking planning, implementation and performance management systems

In line with the above principles, all the programmes, projects, as well as activities within the IDP falls within one or more of the five national key performance areas (KPA), with Spatial Planning and Environmental Management added to accommodate relevant programmes and activities. Figure 8 below illustrates the interconnectedness between KPAs.



**Figure 8:** National Key Performance Areas and the IDP

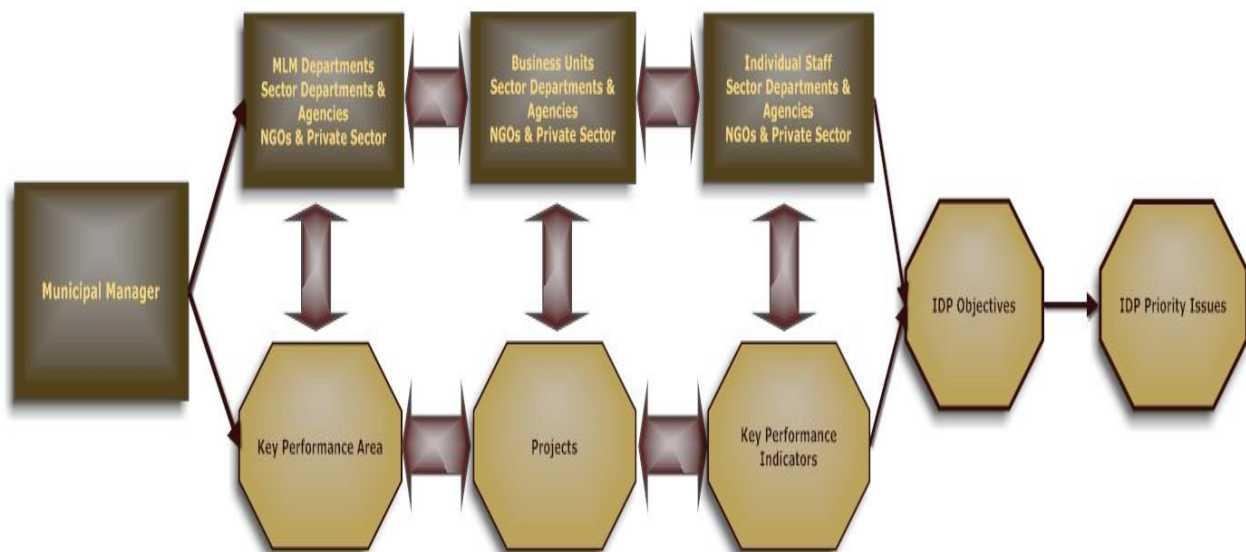
### F2. Management, Co-ordination, and Governance Systems

As the Accounting Officer, the Municipal Manager is charged with the responsibility of driving the implementation of the IDP over its five-year term. The IDP KPAs are allocated to each of the three Directorates (Services, Budget and Treasury, as well as Infrastructure, Community



Development, and Housing), with some of the KPAs being jointly managed by more than one Directorate e.g. Social and Economic Development. Various programmes and projects within the KPAs are then allocated to various Business Units within each Directorate for implementation. A project leader will be appointed for each project and shall be responsible for the preparing of detailed business plan, ensuring that the project is adequately integrated with other projects and taking responsibility for managing that project. Some of the projects will require a strong multi-disciplinary project team; such project team should comprise of internal staff, external stakeholders and external professionals with the required expertise. Implementation programmes provide details as to project outputs, key milestones, beneficiaries, timeframes, responsibilities, as well as resources requirements. This is to ensure that each of the programmes, projects, and activities within the IDP are allocated to a structure or an individual to lead implementation. This also requires the involvement of relevant national and provincial sector departments, other state agencies, non-governmental organisations operating in the area, as well as the formation of Public-Private Partnerships to fast-track implementation. The prioritisation of projects and the allocation of funding have also given preference to programmes and projects that have the potential of achieving more than one development objective, thus maximising the potential of addressing identified priority issues.

The municipality also intends improving and strengthening its governance, co-ordination and decision-making processes to expedite the implementation of the IDP process. Such processes include supply chain and contract management, ensuring that Portfolio Committees deliberate on issues relevant to their core business and making recommendations, ensuring that the EXCO and Council make the necessary approvals timeously, as well as facilitating the establishment and functioning of sector-specific stakeholder engagement structures. The institutional approach employed is depicted in Figure 9 below.



**Figure 9:** Institutional Arrangements for IDP Implementation

### F3. Critical Success Factors

The implementation of the IDP will be influenced by a number of inherent and external factors, most of which will need to be addressed prior to and during implementation. Such factors include:

- The level of integration and alignment between the municipality and public, non-governmental, as well as private agencies working in the area
- The filling of critical posts within the municipality's organogram
- The availability of funding to implement some of the priority programmes and projects that have funding shortfalls
- Various sector departments, government agencies and service providers implementing programmes within their powers and functions in line with the planned timeframes and quality
- Necessary approvals relating to the Maphumulo Town development taking place early in the 2010/11 financial year
- Continued and effective participation of relevant stakeholders in sector stakeholder structures

#### **F4. Monitoring Evaluation and Review**

The IDP ME&R process will be in line with the municipality's Organisational Performance Management System as discussed in Section 5 as well as the Service Delivery and Budget Implementation Plan (SDBIP). As indicated in Section 5, the Municipality has targets and performance indicators its organisational and departmental performance management system, with the former being directly linked to the IDP and the latter to the SDBIP. The monitoring of progress will be based on those set of indicators throughout the year, with regular reports to Council, Provincial and National Treasury as per the requirements of the MFMA, 2003. At project level, respective Managers will be responsible for the monitoring of progress and the achievement of milestones in accordance with approved business plans. Programme and project progress will therefore influence the reporting within the SDBIP and the overall achievement of the set indicators and targets.

The Council will then report twice per annum to the community as part of the municipality's Communication and Public Participation Strategy. It will further to annually report to the Auditor-General and the MEC of Local Government and Traditional Affairs. The annual report will be a reflection of the municipality's performance against the key performance areas, key performance indicators and annual targets. A performance review, in which a comprehensive evaluation of the municipal performance will be undertaken, will take place at the end of the financial year after all performance information has been audited. In this process the municipality will carefully analyse its performance in order to understand what it has performed well or badly during the financial year. The analysis is intended to analyse trends in performance over time and in all political and administration structures of the municipality.

A detailed implementation plan with programmes and programmes, resources and responsibilities over the Medium Term Expenditure Framework (MTEF) period is attached as **Appendix K2 & 3** of this document.

Finance in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for the Municipality in achieving its developmental mandate.

The Maphumulo Municipality is acutely aware of the financial pressures on it and has instituted an entirely new approach to its budgeting, monitoring and financial control procedures. Its position in terms of increasing debt, creditors and unspent grant is considered a critical issue in the future cash management of the Municipality.

## SECTION G:IDP PROJECTS

### G1. List of IDP Development Projects

Project identification and prioritisation is informed by their likelihood to achieve IDP objectives and thereby addressing the priority issues identified during the situational analysis. The projects that form part of this IDP range from multi-year projects to medium and short term projects some of which were identified and initiated in the 2008/09 financial year. Projects that have been identified include projects that:

- ❖ Respond to the identified priorities and are in line with IDP objectives and strategies
- ❖ Three-year view at projects to be implemented in line with the multi-year budget
- ❖ Strike a balance between building a sustainable municipal institution, addressing historical basic services backlogs, promoting local economic development, and social development programmes
- ❖ Other than basic services, promote development within the identified primary, secondary and tertiary nodes to bring it closer to where people live
- ❖ Are identified in a manner that promotes integration and alignment amongst government institutions
- ❖ Are likely to address more than one objective need to be promoted to maximise the impact of government expenditure

A rigorous exercise of reviewing and identifying projects has been undertaken as part of the review to ensure that the entire IDP is relevant to the identified needs and also implementation-orientated. The elements that the exercise had to focus on included the following:

- ❖ The degree to which the project will fulfil IDP objectives i.e. project scope, type of beneficiaries, the precise nature of expected benefits including geographical location
- ❖ The project outputs (deliverables) with target figures
- ❖ Major activities with time estimates and responsible agencies
- ❖ Cost and budget estimates as well as envisaged sources of funding

An annual operational plan has been developed out of the 3-Year Implementation Plan mentioned in the previous section. The intention of the annual operation plan is to capture programmes and projects that are planned and will be implemented during the 2009/10 financial year per KPA which also forms the basis for the SDBIP. It takes into consideration the fact that some projects are either at a planning stage and are therefore not ready for implementation or funding is yet to be committed to them. The annual operational plan is thus made up of programmes and projects that will be implemented during the 2009/10 financial year, roles and responsibilities as well as available funding including sources. A copy of the operational plan made up of a list of projects is attached as **Annexure K1** within Section 9 of this document.

Various programmes and projects have been identified at a Municipality and local level and by the Maphumulo Municipality itself to meet the challenges and to improve the quality of life for all resident communities. These programmes and projects also have financial implications and need to be budgeted for. Moreover, they need to be aligned to the allocation of governmental and provincial funds as well as to the allocation of funds by other external and non-governmental funding agencies.

It is, however, a reality that the needs of the Maphumulo area and the requirements in terms of delivery of infrastructure, facilities and services far outweigh the availability of internal financial resources. MaphumuloMunicipality would therefore have to rely on external funding. It is therefore critical that projects be prioritised. The following principles need to guide such a prioritisation process:

- Carry over expenditure from committed projects, critical projects (e.g. implementing projects and actions identified by previous IDPs).
- Legal requirements (e.g. the IDP and Sector Plans).
- Importance versus urgency, i.e. focus on projects that are important rather than urgent (e.g. addressing service backlogs).
- Effective allocation of funds supporting the concept of nodality in service and infrastructure provision.
- Desirability versus sustainability, i.e. focus on projects that are sustainable rather than desirable.
- Investment versus benefit, i.e. greatest impact per Rand spent.
- Community request/need.

This prioritisation needs to be undertaken as a prerequisite for the Maphumulo Financial Plan and the Capital Investment Programme and Framework. In the assessment of essential and necessary items, the following distinction was made to decide whether an item should be included in the first, second or third year:

- Consequence of doing nothing: e.g. the consequence of not providing water and sanitation to minimum standards in the short-term is deemed more severe than the consequence of not providing sport and recreational facilities.
- Importance and urgency: although the provision of social services and engineering infrastructure is rated as urgent, attention to important aspects, such as environmental management cannot be overseen.

Financial resources need to be allocated on an equitable basis and co-ordinate all sectoral input. It is also necessary that a participative process be followed in the prioritisation of projects to ensure transparency and general “buy-in” into the results of such a process. Finally, prioritisation and the allocation of resources must always be guided by the Objectives and Strategies of this IDP in striving to realise the vision of the Maphumulo community.

To facilitate the day-to-day management of these IDP projects a Project Performance Management System (Excel Spreadsheet) has been adopted as a management tool. This Project Management System related to projects associated with a specific Development Objective, Development Package, Source of Funding and Implementing Agent, responsible Department within the Municipality, project budget and whether funding is internal or external funded within a financial year.

It is imperative that the IDP Projects form part of the Organisational Performance Management Framework / System with specific reference to the national KPAs. This will ultimately inform the SDBIP for the Maphumulo Municipality.

Spatially it is inevitable that some identified and committed projects fall outside the extent of the IDP corridors and nodes that have been set as the primary strategic thrust areas for investment and development. At this point it is critical to take this matter forward, not by calling a halt to all such projects, but to caution on the potential danger of continuing on this basis and the potential damage this could cause in achieving a credible IDP for Maphumulo Municipality. This matter must be taken forward and addressed fully in the annual reviews of this IDP to monitor developmental impact and change course, should it be necessary.

## SECTION H: FINANCIAL PLAN AND SDBIP

### H1. 2010/11 Municipal Budget

Below is an overview of the municipality's consolidated budget for the year 10/11.

*[To follow with Final Submission]*

### H2. Capital Investment Programme and Framework

The Capital Investment Programme and Framework (**Appendix K2**) focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the Maphumulo Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area – in urgency and in financial terms.

The bulk of capital investment goes towards high priority projects. This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of Maphumulo is focused on water and sanitation as it should be in terms of national and provincial guidelines.

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources – financial and human resources. Financial and human resource constraints are of national significance and the question remains that, even if the Maphumulo Municipality has access to sufficient financial resources to fund this Capital Investment Programme and Framework, does it have the human resource capacity to give effect to this Capital Investment Programme and Framework? The Municipality's Institutional Plan needs to consider this matter further and give particular consideration to human resource capacity and development.

### H3. Financial Management Strategies

As mentioned at the beginning of this document, Maphumulo Local Municipality is a predominantly rural municipality. Accordingly, the municipality does not have the revenue potential associated with more urbanized and possibly industrialized municipalities.

The main source of income for the municipality is government grants, and there's therefore a very limited tax base for the municipality. In view of this situation as well as the financial difficulties resulting from the global credit crunch, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term. The measures that the municipality will put in place and the strategies to be employed are guided by and in compliance with legislation governing local government, particularly the following:

- Municipal Systems Act, 2000 (MSA);
- Municipal Finance Management Act, 2003 (MFMA);
- Communal Land Rights Act, 2004 (CLARA);

- Municipal Property Rates Act, 2004 (MPRA);
- Division of Revenue Act, 2010 (DORA); and
- National Treasury and MPRA Regulations

An overview of the measures to be taken and strategies to be implemented is provided in the subsequent sections.

## **Strengthening debt collection and credit control**

One of the municipality's key projects for the 2010/11 financial year is the upgrade of the financial management system as well as strengthening its debt collection systems. This is to ensure that although the municipality lacks a broad revenue base, it is able to collect all the revenues due to it in the short to medium term. This includes the ability to recover funds from service providers who have been appointed and rendered a sub-standard quality of service to the municipality.

## **Managing Operating Costs**

As part of its institutional maturity and growth, the municipality is building offices which are due for completion towards the end of the first quarter of the 2010/11 financial year. Linked to it is implementation of the new organisational structure that is aimed at improving the delivery of services for the community. Both these developments will have financial implications for the municipality in the form of equipment, infrastructure, staff salaries, as well as the operating costs of the offices. The municipality intends to manage these costs carefully to manage the unintended consequences of growth and to ensure medium term financial viability. This includes prioritizing the filling of critical posts, re-skilling and training of existing staff, as well as the management of the municipal fleet and plant.

## **Implementation of the Municipal Property Rates Act**

The implementation of the MPRA will assist the municipality towards the achievement of its revenue-collection objectives. As per the Regulations, the implementation of the Act will include the following steps:

- Determination of a date of valuation
- Appointment of a valuer of a municipality where none exists
- Development of a draft rates policy and its approval by Council
- Commencement of a general valuation
- Submission of certified valuation roll to the municipal manager
- Public notice for inspection of a valuation roll
- Tabling of draft budget before Council
- Approval by Council of by-laws (after advertising for comments and taking into account public comments received) to give effect to rates policy
- Implementation of a valuation roll and rates policy together with the budget of the municipality

## **Formalisation of the Maphumulo Town**

As alluded to in the earlier sections of this document, the municipality has submitted to the Department of Local Government and Traditional Affairs an application for the formalization of the Maphumulo Village area as a town. This is envisaged to boost the local economy through the creation of economic opportunities within the town's business district and also to attract external

investment into the area. The existence of businesses and other land users within the area will improve the municipality's tax base and thereby impact on the ability to raise revenue locally and improve the quality of the services provided. As a primary development node, the Maphumulo town area is expected to have a ripple effect on the socio-economic development of the secondary and tertiary nodes within the municipal area.

#### **H4. Service Delivery and Budget Implementation Plan**

In line with the MFMA, 2003 (Circular 13), and on the basis of the 2010/11 Operational Plan attached to this document as **Appendix K6**, the municipality is currently preparing an SDBIP which serves as the management and implementation tool for the budget and therefore the IDP. The SDBIP will set in-year information, such as quarterly service delivery and monthly budget targets, and link each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. It will also indicate the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output.

A detailed SDBIP will be submitted to the Department of Local Government and Traditional Affairs and Provincial Treasury upon approval.

One of the biggest challenges of this Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Maphumulo Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

Maphumulo Municipality is faced with the awesome task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The Maphumulo budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the Municipality needs to address its financial challenges on the following basis:

- Further improving the Municipality's image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality's cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed 'golden rules'.
- Further enhancing public participation in the next budget cycle.

- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen's expectations.
- Adjusting the organisation in line with information produced from the performance management system.



# SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

## 11. Performance Management Framework

In terms of the Municipal Systems Act (as amended), municipalities are required to prepare an Annual Performance Report that is to form part of the Annual Report to be prepared in terms of the Municipal Finance Management Act.

### Purpose of a Performance Management System

The Department of Provincial and Local Government defines PMS as “ a strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the organisation(municipality) in terms of indicators and targets for efficiency, effectiveness and impact.”

A PMS is also intended to assist the Council to improve service delivery by channeling its resources to meet performance targets and in doing so, ensure that the municipality achieves its strategic objectives as contained in its IDP.

**A PMS should fulfill the following objectives:**

- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signs
- Facilitate decision making

### Legislative Requirements

The legislative requirement for the development of PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, the White Paper on Local Government and the Batho Pele principles. However, the main regulatory mechanism for Performance Management System is Chapter 6 of the Municipal Systems Act, (Act 32 of 2000) and the related Municipal Performance Management Regulations and Municipal Finance Management Act.

### The MSA requires that all Municipalities:

- develop a Performance Management System,
- set target and monitor and review performance based on indicators linked to their IDP;
- Prepare an Annual Performance Report on the performance of a municipality forming part of its Annual Report as required in terms of the MFMA;
- Incorporate and report on a set of general/national indicators prescribed by the Minister responsible for local government
- Conduct on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General

- Involve the community in setting indicators, targets and reviewing of municipal performance

The Municipal Planning and Performance Management Regulations further details the requirements of a PMS.

## **I2. Maphumulo Performance Management Process**

### **Performance Planning**

At an organisational level, the IDP forms the basis for performance management as it provides the broader perspective of what the municipality aims to achieve, and is linked to organisational targets and indicators which will be monitored, measured and reported on. The annual review of the IDP forms an important part of the performance planning process as it results in new or reviewed set of targets and indicators for the following financial year. To ensure that the municipality's IDP programmes and projects are delivered in accordance with the plan, a set of targets, milestones and performance indicators will be developed. These performance measures form the basis for the Service Delivery and Budget Implementation Plan which breaks the annual targets, milestones and indicators into quarterly and annual service delivery targets.

### **Performance Monitoring**

Performance monitoring will be done throughout the year to ensure that the set targets and milestones are achieved and to take remedial steps where these are unlikely to be achieved in accordance with the plans. Respective Managers within the municipality will be responsible for monitoring programmes and projects that fall within their ambit and report on the progress of those programmes and projects. The monitoring process will therefore highlight issues that both Council and the administration need to attend to ensure that programmes and projects remain on course for completion in time and with the desired results. The Accounting Officer of the municipality assumes the overall responsibility for the monitoring of individual performance in line with the set scorecards.

### **Performance Measurement**

Performance measurement will involve the process of collecting and capturing key performance-related information to create a foundation for reporting to take place. The focus of the measurement process will be on the measures set (milestones, targets, indicators). Managers will collect the information for each of the measures for the period in question on the scorecard to enable their superiors, the Executive Committee and Council to analyse the data collected and assess whether the set measures have been attained. These will then inform the organisational performance measurement process, the results of which will be audited by the Internal Audit and the Audit Committee. Maphumulo Municipality will undertake the performance measurement process on a quarterly basis to allow for the reporting processes to take place.

### **Performance Reporting**

The performance reporting process will take place in two ways, the first one being during the course of the year as measurement following measurement and the other one taking place annually at the end of the year. During the year, the analysis of data mentioned in the previous

section will be followed by a process of reporting at various levels. Firstly, a report on the overall performance of the municipality as per the scorecard will be submitted to the Executive Committee and Council on a quarterly basis. The Council will then assess the performance of the municipality as part of its oversight role and provide feedback to the Executive Committee and the Municipal Manager. In addition to these reports, other quarterly and mid-year reports will be submitted to Treasury on the SDBIP in accordance with the Municipal Finance Management Act, (MFMA) 2003.

On an annual basis, a comprehensive report on the performance of the municipality will be submitted as provided for by the MFMA, 2003. The report on the performance will then form part of the Municipality's Annual Report. The council will then report twice per annum to the community in line with its Communication and Public Participation Strategy which is, as mentioned earlier, is currently under review. The Council will further report annually to Auditor-General and the MEC for Local Government and Traditional Affairs. The annual report will be a reflection of the municipality's performance against the key performance areas, key performance indicators as well as annual targets. The table below provides a summary of the reporting requirements and intervals as outlined above.

Report	Frequency	Recipient
1. SDBIP	Quarterly	Executive Committee
2. Organisational Scorecard	Quarterly	Executive Committee and to Council
3. Implementation of the budget and financial state within the municipality	Quarterly	Council
4. SDBIP mid-year budget and performance assessment	Once a year	Mayor (in consultation with EXCO)
5. Performance report	Annually	Council
6. Annual report	Annually	Council
7. Oversight report	Annually	Council

**Table 9:** Performance Reporting Requirements and Timeframes

## Performance Review and Evaluation

A performance review, in which a comprehensive evaluation of the municipal performance will be conducted, will take place at the end of the financial year after all performance information has been audited. The municipality will carefully analyse its performance in order to identify and understand areas wherein it has performed well or badly during the financial year. The analysis is intended to examine trends in performance over time and in all political and administration structures of the municipality. The result of the review process will be used to develop measures to improve performance and inform the planning stage of the following year's balanced scorecards and annual programme.

Maphumulo Municipality is part of a pilot programme by the Department of Local Government and Traditional Affairs on the implementation of the organisational performance management during the 2009/10 financial year. The 2010/11 IDP review is therefore envisaged to benefit from this pilot as it will be informed by the results of the performance measurement process that would have been undertaken, amongst others.

### 13. IDP, Budget, PMS integration through SDBIP's

At a strategic level, the IDP Priorities are aligned to the National Key Performance Areas.

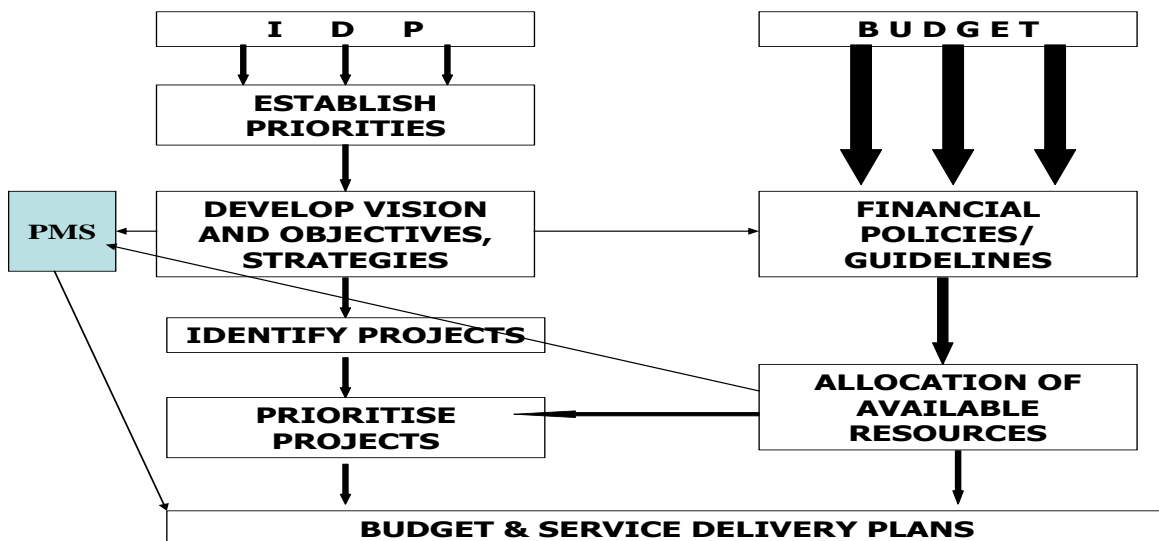
Organisational objectives in terms of the IDP, is incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets( within the available resources as specified in the Budget). All of this is consolidated into an Organisational Score-card in line with the NKPA Model selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic level.

The Organisational Score-card is then unpacked at a departmental/Vote level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Ideally, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators and targets.

The Service Delivery Budget Implementation plan is then cascaded into Section 57 Performance Agreements.

All of these performance reports are then consolidated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA.

**Table 3 : IDP/Budget/PMS Link**



### Monitoring, Evaluation and Review

In terms of the PMS Framework, at the end of every quarter Directorates are expected to submit to the Office of the IDP Manager their completed Organisational Scorecard and SDBIP's for further submission to Internal Audit. Internal Audit thereafter submits to the External Audit Committee, which in turn reviews the PMS and submits recommendations thereon to the EXCO. In the absence of a functional Internal Audit unit, reports were submitted directly to the Municipal

Manager, Audit committee and EXCO. An audit review was conducted for the Mid-year assessment only.

The above process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP key performance areas.

The following table, derived from both the legislative framework for performance management and PMS framework, summarizes for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

**Table 4 : PMS Reporting requirements**

Report	Frequency	Submitted for consideration and/or review to	Remarks
1. SDBIPs	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	Executive Committee	This PMS framework (see section 7.5.1 above)
4. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
6. Annual report	Annually	Council	See chapter 12 of the MFMA

The present process is as follows:

1. A planning template is approved as part of the Budget Process (i.e Organisational score-card and SDBIP as per the Framework)
2. A reporting template per departmental SDBIP for each quarter is developed by the IDP/PMS office and forwarded to all departments for completion and submission by the 07<sup>th</sup> of the month after the end of the quarter
3. The Actuals on the SDBIP is then captured into the Organisational Score-card for reporting, monitoring, evaluation and review purposes
4. SDBIP meetings are arranged for each department for evaluation by the Municipal Manager within the month after the end of the quarter
5. The final reviewed score-cards are forwarded to the Audit Committee
6. At Mid-year a mid-year assessment and review is carried out on organisational and departmental performance
7. The S57 score-cards are accordingly updated and evaluated either by the Municipal Manager or in the case of the Municipal Manager the appointed Evaluation Committee
8. The Annual Performance Report is prepared based on the evaluated and reviewed 4<sup>th</sup> quarter score-cards

**P.S.** *Presently Internal Audit is not functional, but this must be complied with in line with legislation and provision for internal audit must form part of the automated performance management process.*

#### **I4. Annual Performance Report 2008/2009**

An Annual Performance Report was compiled and formed a component of the Annual Report for 2008/2009 and is attached as **Appendix K5**.

The Audit Report is being awaited to be finalised as part of the Annual Report process as specified in the MFMA.

## CONCLUSION

This 2010/11 Maphumulo IDP Review builds on the foundation of the 2007 – 2011 principal IDP. It reiterates the development rationale with supporting objectives and strategies to guide the development of the Maphumulo Municipality area. These are ultimately aimed at achieving the development wish for the Maphumulo area and all its inhabitants, i.e.:

- Creating economic growth and jobs.
- Eradicating backlogs in service delivery
- Providing for housing and socio-economic development (including the impact of HIV/AIDS).
- Positioning the Maphumulo area as a prime tourist destination.
- Making the area of Maphumulo a safe and vibrant meeting place of rural, traditional and urban life-styles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods.

A large portion of this IDP Review is dedicated to the financial implications and challenges facing the Municipality in meeting its mandate as caretakers, managers and developers of their judicial area. The demands far outweigh the resources and it is critical that the Municipality:

- Prioritize projects and programmes for implementation in addressing the needs.
- Do proper financial planning which is also based on sound financial and business principles.
- Source appropriate external funds to supplement their own resources.
- Improve and sustain the Municipal income generation.
- Stimulate and grow the economic base of the Maphumulo area.
- Enter into partnerships to facilitate effective implementation.

This IDP Review also provides feedback on many of the issues that were highlighted as shortcomings in the principal IDP, including progress made in respect of the Maphumulo Land Use Management Framework, Strategic Environmental Assessment and various Sector Plans that support the IDP. The necessary actions and projects to achieve the objectives and implement strategies are deliberated with financial implications and requirements set out in detail. The culmination of this entire process is the development of a Spatial Development Framework which is supported by the projects, programmes and a Financial Plan for implementation and guiding the development and future growth of the Maphumulo area in the strive to improve the quality of life, providing a higher standard of services to the entire community ensuring that this area become as a prime economic generator for tourist development, farming, mining and timber and a service centre for its rural and urban communities.

Ultimately, the Maphumulo Municipality needs to integrate and align all its efforts with those of its four constituent Local Municipalities as well as national and provincial stakeholders. The effort made in this IDP to align the council budget with those of line function departments goes a long way to addressing the weaknesses of previous development plans. Even though the implementation process may take a number of years and at times seem difficult, the advantages of this process are numerous. Policy makers (councillors) gain clear information about the impact of spending, aiding them in making informed choices.

The results of policy decisions become evident as performance is measured and resource usage is directly related to services produced. Programme managers will work within well-defined expectations and have the flexibility to reform processes and increase efficiency as long as goals are met. The Maphumulo communities also benefit by being able to determine a clear connection between money spent and services provided

## **SECTION J: ANNEXURES**

Annexure J1 - Spatial Development Framework

Annexure J2 - Disaster Management Plan

Annexure J3 - Local Economic Development Strategy

Annexure J4 - Agricultural Sector Plan

Annexure J5 - Extract of iLembe Area Based Plan

Annexure J6 - Ward Based Community Inputs

Annexure J7 – Municipal Housing Plan



## **SECTION K: APPENDICIES**

Appendix K1 - List of IDP Projects

Appendix K2 - Capital Investment Framework

Appendix K3 – IDP Implementation Plan

Appendix K4 - Auditor General Report & Responses

Appendix K5 - Annual Report

Appendix K6 – SDBIPs

Appendix K7 - Draft Budget

Appendix K8 - IDP Process Plan

Appendix K9 – Communication and Public Participation Plan

Appendix K10 – Supply Chain Management and Indigent Policies